FINAL REPORT
(Volume VII)

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TITLE: Corporate policies and practices with respect to bilingualism and biculturalism
- Small firms, employing between 50 and 1,500 people in Quebec and Ontario.

DIV: V-A   Report no. 1

CORPORATE POLICIES AND PRACTICES
WITH RESPECT TO
BILINGUALISM AND BICULTURALISM

VOLUME VII

1.0 - 6.0 CORPORATE POLICIES AND PRACTICES WITH RESPECT TO BILINGUALISM AND BICULTURALISM: SMALL FIRMS, EMPLOYING BETWEEN 50 & 1,500 PEOPLE IN QUEBEC AND ONTARIO

15 July, 1966

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1.0 INTRODUCTION

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1.1 Object

This study, which is an addendum to our major project on Corporate Policies and Practices with respect to Bilingualism and Biculturalism in large manufacturing firms, extends the coverage to include smaller firms employing between 50 and 1,500 people in Quebec and Ontario.

Our objective here is similar to that pursued in the major project. That is, we shall examine patterns of employment of French-speaking and English-speaking (or more precisely, "All Other") people, patterns of business activity, and the relative utilization of French and English in manufacturing businesses; and we shall seek to relate observed differences to differences in type of ownership and geographic location.

1.2 General Notes on Methods and Samples Employed

1.2.1 Criteria

The following sampling criteria were developed:

1. Sample firms must be engaged primarily in manufacturing.
2. The head office of each sample firm must be located in either Quebec or Ontario (although the firm may operate establishments in other parts of Canada as well).
3. Each firm must employ at least 50, but not more than 1,500, people. (But the distribution of employment by location within the firm is not specified as a criterion.)

It will be noted that these criteria are much less restrictive than those employed in selecting our sample of large manufacturing firms. In particular, there is no requirement here that each firm should operate within a "bilingual-bicultural environment." Consequently, there is no sampling bias toward Quebec-based companies, as there is in the major study relating to large manufacturing firms.

1.2.2 Procedure

The basic data for this study were gathered exclusively through the use of a mail-out questionnaire, a copy of which is included in Appendix II (Volume VI). Because of the large number of firms in the sample (and restrictions on the amount of time available for this part of the project), it was not possible to conduct interviews with company management. Regrouping of data for purposes of analysis was carried out at the McGill University Computing Centre.

The questionnaire, together with a covering letter explaining the purposes of the Study and asking for the support and assistance of company management, was prepared in both French and English versions. These were mailed out to all manufacturing firms meeting the criteria outlined above, through the use of lists and addressed envelopes made available to us by the Economics and Research Branch of the Department of Labour in Ottawa.

It was stressed, in the covering letter and on the questionnaire, that all replies would be kept in strictest confidence, although companies were asked to identify themselves on the returned questionnaire to assist us in classifying the data. In fact, only a very small proportion of all companies returning the questionnaire took advantage of the option of omitting their names.

Some difficulties were encountered in preparing the mail-out, arising from the fact that the Department of Labour lists (and statistics) use the establishment as the basic unit, whereas our study is based on the firm, which may operate a number of establishments. It was also necessary for us to eliminate a number of establishments from our mail-

out because the operating companies were already covered in our sample of larger firms, or because we knew beforehand that the operating companies employ more than 1,500 people.

In summary, of the 3,302 addresses of establishments employing over 50 people given to us by the Department of Labour, 182 were eliminated due to duplication of the company name, and 523 were eliminated because they are already covered in the study on large firms, or because the establishments are operated by companies which employ less than 50 or over 1,500 people. Our mailing list therefore comprised 2,597 firms, operating some 2,770 establishments. The regional distribution of firms is shown in Table 1.2.3.

1.2.3 Response

In all, 605 firms, or 23.3 per cent of the total number asked, returned our questionnaire. Of these, 32 replies had to be eliminated because the questionnaire was improperly filled out, and an additional 7 questionnaires were received too late for processing. The relevant sample thus comprises 566 firms, regionally distributed as shown in Table 1.2.3.

On the whole, response to this study compares very favourably with average response rates for short questionnaires in the industrial or marketing areas, where all replies are given voluntarily and where the request is made only once, without follow-up. Our questionnaire, although short (4 pages), is also considerably more complex than those normally used commercially, and completion of it called for a significant amount of research effort on the part of respondent firms.

Regional differences in the response rate are scarcely significant, from a statistical point of view, but a slight increase in the rate is

TABLE 1.2.3
(Small Firms)

SUMMARY OF RESPONSE TO PROJECT

	LOCATION OF HEAD OFFICE						
	Montreal	Other Quebec	Total Quebec	Toronto	Other Ontario	Total Ontario	Total
	Number of Firms						
Requested to Participate (All Firms)	580	424	1,004	594	999	1,593	2,597
Returned Questionnaire (per cent of total)	151 (26.0%)	111 (26.2%)	262 (26.2%)	132 (22.2%)	211 (21.1%)	343 (21.5%)	605 (23.3%)
Not Usable	13	5	18	13	8	21	39
Usable Sample (per cent of total)	138 (23.8%)	106 (25.0%)	244 (24.4%)	119 (20.0%)	203 (20.3%)	322 (20.2%)	566 (21.8%)

noticeable as one moves from Toronto to Other Ontario to Montreal to Other Quebec. This may be due, in part, to differing degrees of awareness and concern with the question of bilingualism and biculturalism in these regions.

Since our basic list comprising all firms made no distinction between language of ownership, it is, unfortunately, impossible to analyse differing rates of response between French- and English-speaking owners.

1.2.4 Evaluation of Sample

Total employment in the 566 firms in our sample is 116,698, or 8.7 per cent of total employment in manufacturing in Canada. Taking into consideration only Ontario and Quebec (the focal point of our Study), employment in sample firms is 113,506, or 10.4 per cent of total manufacturing employment in the two provinces.[1]

Table 1.2.4 shows the distribution of employment by region (in number of people and in percentages) for the sample and for total manufacturing employment in Canada, as reported in the special survey "Earnings and Hours of Work in Manufacturing" conducted by the Labour Division of the Dominion Bureau of Statistics.[2]

It is apparent that the regional distribution of employment in this sample is much closer to the distribution of total employment than is the case in the study on large manufacturing firms. The bias toward Quebec-

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(1) Combining these figures with those cited in the report on large manufacturing firms, we note that the two samples together cover 21.1 per cent of all manufacturing employment in Canada, and 23.5 per cent of manufacturing employment in Quebec and Ontario.

(2) See footnote (1), page 14, Volume I, for a discussion of our reasons for using employment figures developed in this special study.

TABLE 1.2.4
(Small Firms)

EMPLOYMENT IN SAMPLE FIRMS
COMPARED WITH
TOTAL EMPLOYMENT IN MANUFACTURING

Region	Total Employment[1]		Sample (566 Firms)		Sample (358 Firms)	
	Number	Per Cent of Ont. & Que. Total	Number	Per Cent of Ont. & Que. Total	Number	Per Cent of Ont. & Que. Total
Montreal	167,811	15.5	24,577	21.6	15,763	22.6
Other Quebec	253,241	23.2	21,644	19.1	14,264	20.4
Total Quebec	421,052	38.7	46,221	40.7	30,027	43.0
Toronto	157,687	14.5	24,729	21.8	16,394	23.5
Other Ontario	511,272	46.8	42,556	37.5	23,307	33.5
Total Ontario	668,959	61.3	67,285	59.3	39,701	57.0
Total Ontario & Quebec	1,090,011	100.0	113,506	100.0	69,728	100.0
(sample as per cent of total)			(10.4%)		(6.4%)	
Total Canada	1,332,563	100.0	116,698	100.0	71,681	100.0
(sample as per cent of total)			(8.7%)		(5.4%)	

(1) Source: D.B.S. 72-203 "Earnings and Hours of Work in Manufacturing; 1964."

based firms is no longer noticeable. (In the study on large firms, sample employment was distributed, 60 per cent to Quebec and 40 per cent to Ontario - almost exactly opposite to the actual 40 per cent-60 per cent distribution.)

The sample does tend to give a slight emphasis to employment in Quebec, and this may be due, in part, to the somewhat better rate of response from firms in this province. We believe, however, that most of the difference between sample and total values is due to the absence, in the sample, of firms employing over 1,500 people. It is likely that there is a slightly greater number of such firms in Ontario than in Quebec, and the operation of our sampling criteria therefore would tend to depress the figures for employment in Ontario.

Most of the sampling error appears to lie in the relatively greater emphasis given to employment in the metropolitan areas of Toronto and Montreal. This appears to be due in greater part to the elimination of large companies in our sample, than to differences in the rate of response.

The third pair of columns in Table 1.2.4 gives the same information for a sample of 358 firms. This latter sample was made necessary because not all 566 firms in the larger group completed all sections of the questionnaire. In order to achieve consistency in reporting, together with more complete analysis, we have therefore constructed the slightly smaller sample of 358 firms which offers more complete information on all matters which are central to the study. This is the sample which is used throughout most of the remainder of this report.

As Table 1.2.4 shows, the smaller sample is essentially as representative as the larger. The tendency to emphasize employment in Montreal and

Toronto is somewhat greater, but the error in distribution is less than 10 per cent (or 4 percentage points) for every region. By other tests, we also note that the smaller sample closely resembles the larger. For example, in the sample of 358 firms, the average number of employees per firm is 200 (vs 208), and the proportion of total employment which is French-speaking is 35 per cent (vs 34 per cent).

2.0 STRUCTURAL PATTERNS

2.0 STRUCTURAL PATTERNS

This section comprises an "overview" of the sample of 358 small manufacturing firms. The general measures used here are intended to put the findings of following sections into context, since many of the differences in characteristics between the various ownership types and locations of activity can be "explained" by differences in (for example) size, as measured by employment or sales value.

In considering any part of this report, however, it should be borne in mind that the sample relates only to manufacturing firms employing between 50 and 1,500 people. Firms having a larger number of employees are covered in the major study of this project, and very small firms are not covered in either study.

The sample covers firms having their head offices in either Quebec or Ontario. For purposes of analysis, the largest metropolitan area of each province is treated separately, and most tables and charts in this report use the following breakdown to describe the location of head office:

Montreal (the Montreal metropolitan area)
Other Quebec (Quebec Province excluding Montreal)
Toronto (the Toronto metropolitan area)
Other Ontario (Ontario excluding Toronto)

In addition, the breakdown by language, ethnicity, or nationality of ownership is as follows:

French-Canadian
English-Canadian
Other Canadian (Canadians belonging to other ethnic groups)
United States citizens (individuals or corporations)
Other Foreign citizens (citizens of other countries)

Other (not classifiable)

Firms were classified by ownership according to whichever box on the questionnaire was ticked by the respondent. We believe that a number of firms owned by Canadians having an ethnic background other than French may have been classified by their owners as "English-Canadian." For many purposes, therefore, it may be safest to combine the two categories (English and Other Canadian) when interpreting some tables.

Table 2.1 shows the average size of firms in each ownership type, measured by employment and by sales value. Foreign-owned firms (both U.S. and Other) are the largest by both measures, and all Canadian-owned firms are less than average size. Of these, English-Canadian firms are largest in terms of both employment and sales, followed by French-Canadian and Other Canadian (the rank order of the last two is reversed if employment is taken as the measure).

The ratio of these two basic measures - average value of sales per employee - gives rise to a quite different rank ordering. Here, we see that French-Canadian firms are second only to U.S.-owned firms, followed closely by English-Canadian-owned firms. Other Canadian firms are lowest.

While Table 2.1 offers average figures, Chart 2.1 shows the way in which firms in each ownership type are distributed by size, as measured by employment. Chart 2.2 gives a similar distribution of sample firms by size, as measured by sales value.

Chart 2.1: In the sample as a whole (depicted in the lower right corner of the chart), most firms employ between 100 and 199, although the percentage of firms employing between 50 and 99 people is scarcely less than this. For larger employment figures, the percentage of sample firms

TABLE 2.1
(358 Small Firms)

AVERAGE NUMBER OF EMPLOYEES PER FIRM
AND
AVERAGE VALUE OF SALES PER FIRM

For Each Ownership Type

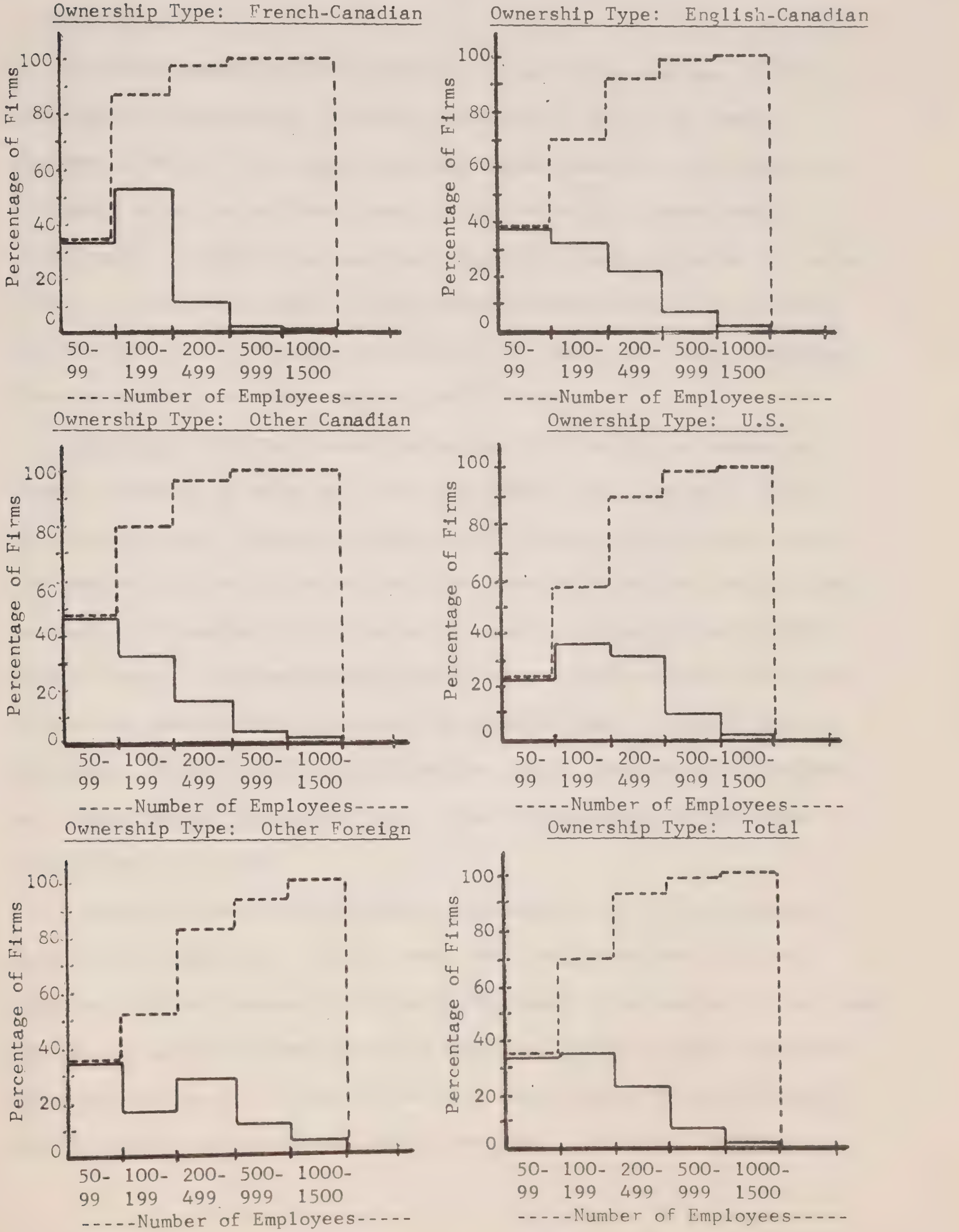
Ownership Type	Average Number of Employees	Average Value of Sales Per Firm	Average Value of Sales Per Employee
		--------thousands of dollars-------	
French-Canadian	145	2,760	19.0
English-Canadian	196	3,650	18.5
Other Canadian	152	2,060	13.5
U.S.	247	5,700	23.0
Other Foreign	325	5,630	17.3
Total	200	4,000	20.0

CHART 2.1
(358 Small Firms)

DISTRIBUTION OF FIRMS BY SIZE (NUMBER OF EMPLOYEES)

For Each Ownership Type

Unit Distribution: ————
Cumulative Distribution: ----------



Percentage Number of Firms Vs Size (Number of Employees)

falls off steadily, declining to nearly zero for firms employing 1,000 - 1,500 people.

English-Canadian and Other Canadian firms follow the same pattern, although the distribution is skewed more heavily toward the smaller employment sizes. U.S.-owned firms are skewed somewhat in the direction of larger sizes, while Other Foreign firms are a little more evenly distributed, standing at a relatively high percentage figure in the largest (1,000 - 1,500) size range. French-Canadian-owned firms have a definite peak in the 100 - 199 range, with only a very small percentage employing over 500 people, and none employing over 1,000.

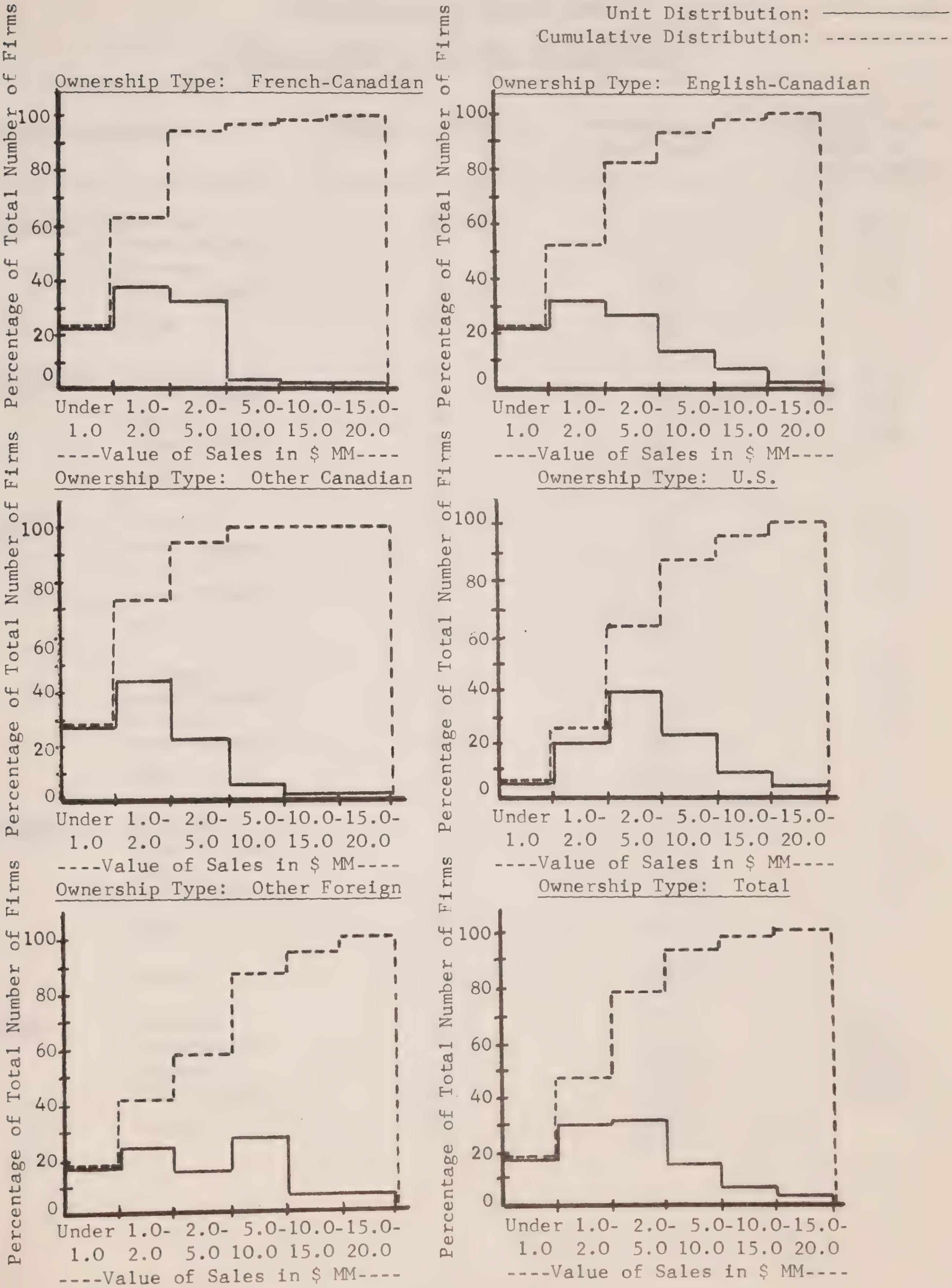
Chart 2.2: For the largest percentage of firms in the sample as a whole, the value of sales per firm lies between 1 million and 5 million dollars per annum. English-Canadian-owned firms are distributed in much the same way. French-Canadian and Other Canadian firms are generally much smaller, with scarcely any firms selling over 5 million dollars' worth of output annually. United States-owned firms are, on the whole, much larger, with a very small percentage reporting sales of under 1 million dollars per annum. Other Foreign-owned firms are, again, more evenly distributed as to size, with a relatively large proportion reporting annual sales of over 15 million dollars.

Table 2.2 shows the distribution of sample firms by ownership and location of head office. Of the total 358 firms, about one-half are English or Other Canadian (with English-Canadian firms dominant); just over one-quarter are U.S.-owned, and just under one-fifth are French-Canadian. About two-thirds of all sample firms have their head offices in Ontario, with firms located outside of Toronto dominant. In Quebec, Montreal-

CHART 2.2
(358 Small Firms)

DISTRIBUTION OF FIRMS BY SIZE (VALUE OF SALES)

For Each Ownership Type



Percentage Number of Firms Vs Sales

TABLE 2.2
(358 Small Firms)

DISTRIBUTION OF SAMPLE FIRMS
BY
OWNERSHIP TYPE AND LOCATION OF HEAD OFFICE

Ownership-Location		Number of Firms	Percentage of Grand Total	Percentage of Total in This Location
French-Canadian:	Montreal	19	5.3	20.9
	Other Quebec	41	10.4	65.0
	Toronto	1	1.3	1.3
	Other Ontario	1	0.3	0.8
	TOTAL	62	17.3	
English-Canadian:	Montreal	28	7.8	30.7
	Other Quebec	10	2.8	19.9
	Toronto	33	9.2	41.8
	Other Ontario	72	20.1	57.6
	TOTAL	143	39.9	
Other Canadian:	Montreal	21	5.9	23.1
	Other Quebec	4	1.1	6.3
	Toronto	7	1.9	8.9
	Other Ontario	4	1.1	3.2
	TOTAL	36	10.0	
U.S.:	Montreal	17	4.8	18.7
	Other Quebec	4	1.1	6.3
	Toronto	33	9.2	41.8
	Other Ontario	44	12.3	35.2
	TOTAL	98	27.4	
Other Foreign:	Montreal	6	1.7	6.6
	Other Quebec	3	0.8	4.8
	Toronto	5	1.4	6.3
	Other Ontario	3	0.8	2.4
	TOTAL	17	4.7	
Other:	TOTAL	2	0.6	
Grand TOTAL:	Montreal	91	25.4	100.0
	Other Quebec	63	17.6	100.0
	Toronto	79	22.1	100.0
	Other Ontario	125	34.9	100.0
	TOTAL	358	100.0	

based firms are dominant. Manufacturing activity is much more widely dispersed in Ontario than in Quebec.

In Quebec outside of Montreal, 65.0 per cent of all small manufacturing firms are owned by French-Canadians. English-Canadians account for a further 15.9 per cent, and all other ownership types account for five or six per cent, each.

In Montreal, the picture is quite different. Here, French-Canadians own 20.9 per cent of all sample firms, while English and Other Canadians own, respectively, 30.7 and 23.1 per cent. U.S. owners account for a further 18.7 per cent.

In Ontario, only two sample firms are owned by French-Canadians - one in Toronto and one in the eastern part of the province. English-Canadian ownership is dominant here - particularly in Ontario outside of Toronto. Even so, the proportion of English-Canadian ownership in Other Ontario (57.6 per cent) is not as high as French-Canadian ownership in Other Quebec (65.0 per cent), although the number of firms owned is greater (72 vs 41). Much of the difference in Other Ontario is made up by U.S. ownership, which accounts for 35.2 per cent of all firms in the region.

In Toronto, the proportion of firms owned by United States citizens is as high as the proportion owned by English-Canadians (41.8 per cent, each).

In summary, French-Canadian ownership is heavily concentrated in Quebec outside of Montreal (41 out of 62 firms in the ownership group), while English-Canadian ownership is concentrated in Ontario outside of Toronto (72 out of 143 firms in the ownership group). Most (21 out of

36) firms owned by Other Canadians are in Montreal, while of the 98 U.S.-owned firms in the sample, 44 are in Other Ontario and 33 are in Toronto. Other foreign-owned firms are small in number and more evenly distributed, with 6 out of 17 in Montreal and 5 in Toronto.

Table 2.3 shows the distribution of employment in the sample, by type of ownership and location of the head office of the employing firm. This is a comparison to Table 2.2, and many of the same comments apply.

Due to their relatively small average size (see Table 2.1), French-Canadian-owned firms account for a smaller percentage of total employment (12.5 per cent) than their percentage number of firms (17.3, Table 2.2) would indicate. Conversely, United States ownership accounts for 32.5 per cent of total employment and 27.4 per cent of the total number of firms. For English-Canadian-owned firms, where employment per firm is nearly equal to the overall average, percentage representation is about the same by both measures.

The main effect of differences in average employment per firm is to diminish the dominance of French-Canadian-owned firms in Other Quebec and increase their influence in Montreal, and to increase the influence of English-Canadian-owned firms in Montreal and (greatly) in Other Quebec while diminishing it slightly in Toronto and Other Ontario. United States-owned firms are increased in influence in all regions, especially in Montreal and Other Quebec.

Charts 2.3 and 2.4 show, for each ownership type and for the sample as a whole, the distribution of total employment in each group by size of firm (as measured by number of employees) and the distribution of sales value by size of firm.

TABLE 2.3
(358 Small Firms)

DISTRIBUTION OF EMPLOYMENT IN SAMPLE FIRMS
BY
OWNERSHIP TYPE AND LOCATION OF HEAD OFFICE

Ownership-Location		Number of Employees	Percentage of Grand Total	Percentage of Total in This Location
French-Canadian:	Montreal	2,788	3.9	14.3
	Other Quebec	5,761	8.0	51.9
	Toronto	81	0.1	0.4
	Other Ontario	333	0.5	1.4
	TOTAL	8,963	12.5	
English-Canadian:	Montreal	6,456	9.0	33.2
	Other Quebec	2,951	4.1	26.6
	Toronto	5,574	7.8	32.2
	Other Ontario	13,043	18.2	55.0
	TOTAL	28,024	39.1	
Other Canadian:	Montreal	3,233	4.5	16.6
	Other Quebec	634	0.9	5.7
	Toronto	1,246	1.7	7.2
	Other Ontario	365	0.5	1.5
	TOTAL	5,478	7.6	
U.S.:	Montreal	5,312	7.4	27.4
	Other Quebec	1,128	1.6	10.1
	Toronto	7,684	10.7	44.3
	Other Ontario	9,125	12.7	39.4
	TOTAL	23,249	32.5	
Other Foreign:	Montreal	1,660	2.3	8.5
	Other Quebec	305	0.4	2.7
	Toronto	2,745	3.8	15.9
	Other Ontario	818	1.1	3.4
	TOTAL	5,528	7.7	
Other:	TOTAL	439	0.6	
Grand TOTAL:	Montreal	19,449	27.1	100.0
	Other Quebec	11,126	15.5	100.0
	Toronto	17,330	24.2	100.0
	Other Ontario	23,776	33.2	100.0
	TOTAL	71,681	100.0	

Chart 2.3: The bar chart relating to the sample as a whole (lower right corner) shows that the largest group of employees covered by the sample work for firms employing between 200 and 499 people. The distribution on either side of the mode is fairly even, with a slight skew toward smaller-sized firms. Employment in English-Canadian-owned firms follows much the same pattern, although here the distribution is skewed slightly towards larger firms. Employment in United States-owned firms is very evenly distributed around the modal firm employing between 200 and 499 people. Other Foreign-owned firms tend to be significantly larger, with a very small percentage of total employment in firms having less than 200 employees. French-Canadian and, to a lesser extent, Other Canadian firms tend to be smaller in size. In French-Canadian-owned firms, a dominant proportion of all employees work for firms hiring between 100 and 199 people.

Chart 2.4: For the sample as a whole, the distribution of sales value by size is nearly the same as the distribution of employment, shown in the previous chart. In general, however, the larger firms tend to account for a greater proportion of total sales. This is shown up very strikingly in the case of French-Canadian-owned firms, among which firms employing between 500 and 999 people account for a significantly greater percentage of total sales than of total employment. Economies of scale are also quite marked in the 500 - 999 employment range in the case of Other Foreign-owned firms.

Chart 2.5: This chart shows, for each ownership type and for the sample as a whole, the percentage of total employment in each of the following regions: Montreal, Other Quebec, Toronto, Other Ontario, the four

CHART 2.3
(358 Small Firms)

DISTRIBUTION OF EMPLOYMENT BY SIZE (NUMBER OF EMPLOYEES)

For Each Ownership Type

Unit Distribution: ————————
Cumulative Distribution: ----------

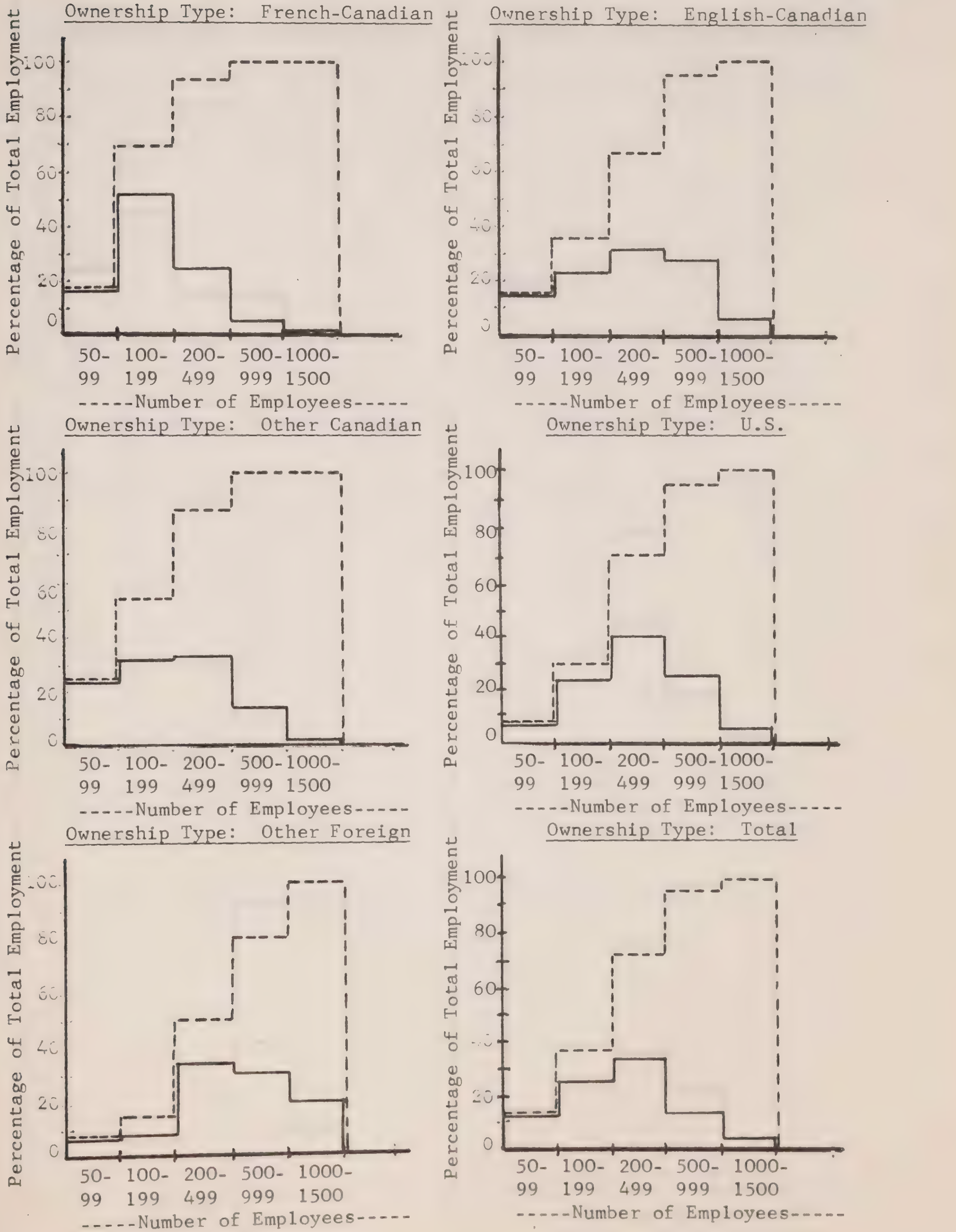


CHART 2.4
(358 Small Firms)

DISTRIBUTION OF VALUE OF SALES BY SIZE (NUMBER OF EMPLOYEES)

For Each Ownership Type

Unit Distribution: ———————
Cumulative Distribution: -----------

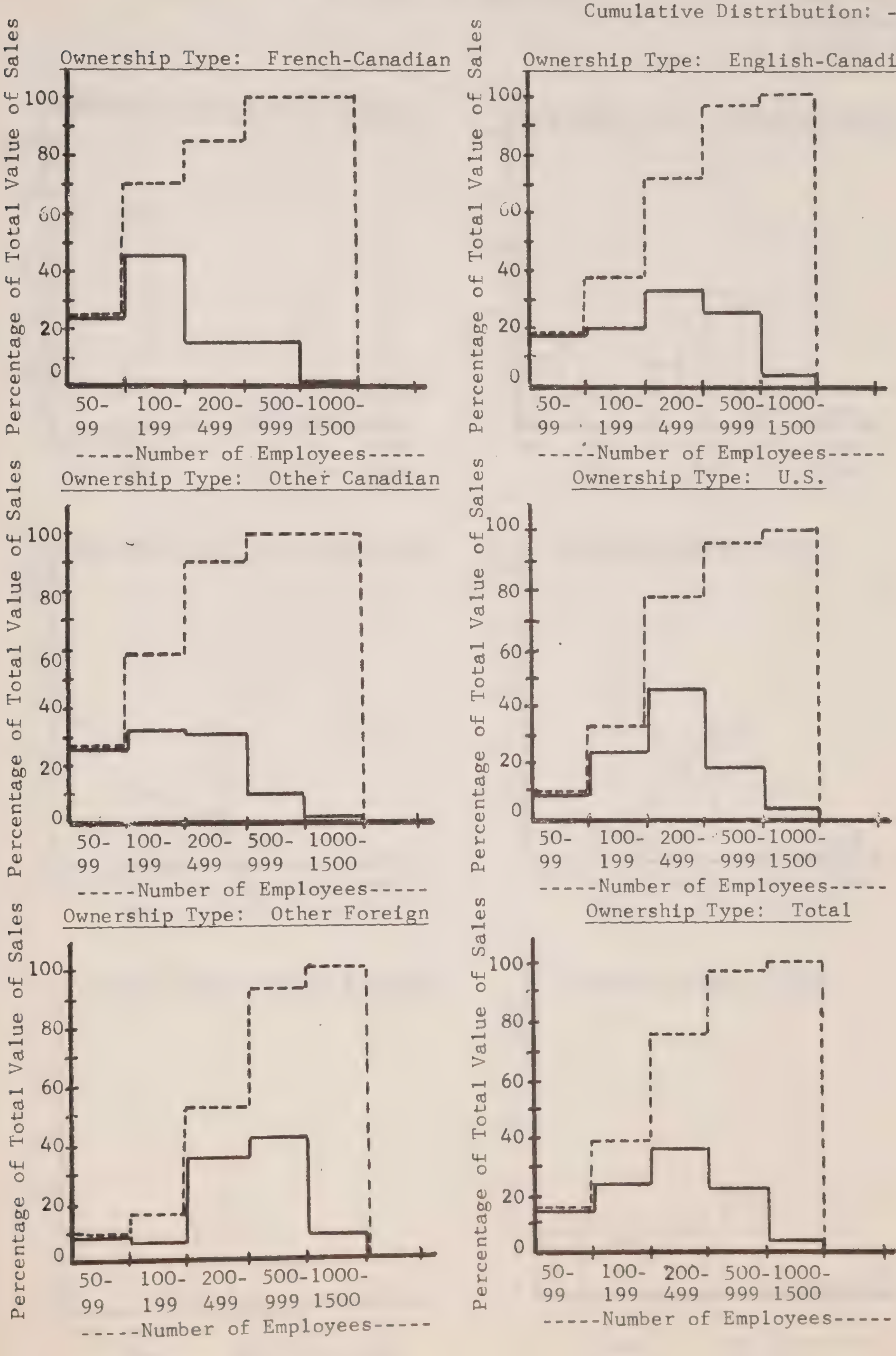
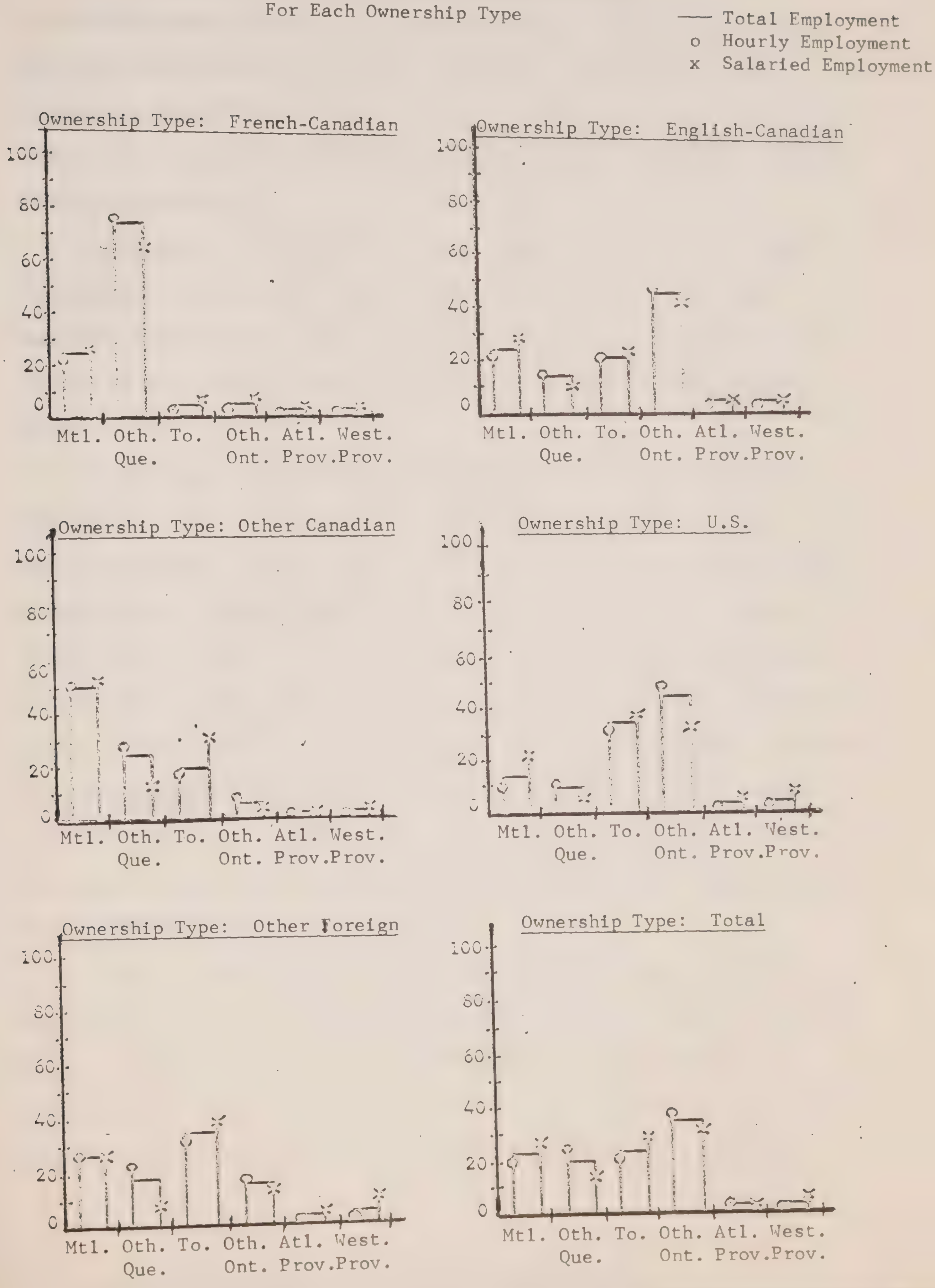


CHART 2.5
(358 Small Firms)

CONCENTRATION OF ACTIVITY
AS MEASURED BY
PERCENTAGE OF TOTAL EMPLOYMENT IN EACH REGION

For Each Ownership Type



Atlantic Provinces, and the four Western Provinces. Figures for each ownership type comprise all firms in the group, irrespective of the location of head office (whether in Quebec or Ontario). The charts thus measure the concentration of activity, as measured by employment, of firms in each ownership type.

On the charts, the main bar for each region depicts the percentage of total employment in that region. The percentage of all wage-roll employees located in the region is shown by the mark "o," while the percentage of all salaried employees located in the region is shown by the mark "x."

Our sampling criteria emphasizes employment in Quebec and Ontario, although some sample firms also have operations in the Atlantic and the Western Provinces. As the chart comprising the total sample (lower right corner) shows, however, employment in these regions is a very small part of the total. Firms in the five ownership types contribute about equally, in percentage terms, to employment in the East and the West. Total employment is divided fairly evenly between the four regions in Quebec and Ontario with (as suggested in Table 2.3) a higher percentage in Ontario outside of Toronto. In the total sample, also, wage-roll employment tends to be concentrated in Other Quebec and Other Ontario, while salaried employment is concentrated in Montreal and Toronto.

Looking at differences by ownership type, it is apparent that concentration of activity is greatest among French-Canadian firms located in Quebec outside of Montreal. In English-Canadian firms, employment is concentrated in Other Ontario, principally, and in Montreal, while in U.S. firms, concentration is in Other Ontario and Toronto. Firms owned by

Other Canadians concentrate employment in Montreal and Other Quebec, although the proportion of salaried employees in Toronto is relatively high.

3.0 PATTERNS OF EMPLOYMENT

3.0 PATTERNS OF EMPLOYMENT

This section is devoted to an analysis of patterns of employment in various regions, industry groups, and ownership groups, with particular emphasis on the percentage of French-Canadians employed in each group. A distinction is made between wage-roll and salaried employees.

3.1 Differences Due to Region

Tables 3.1.1, 3.1.2, 3.1.3 and Chart 3.1 show the percentage of French-speaking employees in all sample firms in each region in Canada. Figures at the bottom of the chart show total employment - and we note, first of all, that employment in Ontario exceeds employment in Quebec by a ratio of about four to three.

Of the total 71,681 people employed by sample firms, 35 per cent are French-speaking. Comparable total and percentage figures for wage-roll employees are 51,717 and 39 per cent, and for salaried employees 19,964 and 27 per cent.

From the point of view of employment of French-Canadians, the difference between Quebec and other regions in Canada is quite striking. French-Canadians account for 93 per cent of total sample employment in Quebec outside of Montreal and 66 per cent in the Montreal metropolitan area. Compared to this, employment of French-Canadians amounts to only 6 per cent in Ontario outside of Toronto, and two per cent, or less, in Toronto, the Atlantic Provinces and the Western Provinces.

Regional differences in the percentage of French-Canadians in salaried and wage-roll employment are also interesting. In both regions in Quebec, representation of French-Canadians is greater among wage-roll than among salaried employees - in firms owned by French-Canadians as

TABLE 3.1.1
(358 Small Firms)

TOTAL EMPLOYMENT, SHOWING PERCENTAGE FRENCH-SPEAKING
BY OWNERSHIP-LOCATION OF FIRMS & LOCATION OF EMPLOYEES

Ownership-Location	Montreal		Other Quebec		Toronto		Other Ontario		4 Atlantic Provs.		4 Western Provs.		Total	
	Employment	% Fr.	Employment	% Fr.	Employment	% Fr.	Employment	% Fr.	Employment	% Fr.	Employment	% Fr.	Employment	% Fr.
	LOCATION OF EMPLOYEES													
Fr. Cdn. HO Mtl.	2,143	93	578	99	99	0	8	12	6	0	7	0	2,788	92
HO Que.	143	95	5,574	98	14	7	14	50	5	40	11	18	5,761	97
HO Tor.	4	50	0	0	77	1	0	0	0	0	0	0	81	3
HO Ont.	0	0	181	100	1	0	151	100	0	0	0	0	333	99
SUBTOTAL	2,290	93	6,333	98	138	1	173	91	11	18	18	11	8,963	95
Eng. Cdn. HO Mtl.	5,354	67	480	94	190	0	197	35	219	0	16	0	6,456	64
HO Que.	588	78	2,363	93	0	0	0	0	0	0	0	0	2,951	90
HO Tor.	153	66	256	51	4,066	0	949	13	57	0	93	0	5,574	7
HO Ont.	106	61	162	54	1,424	1	10,973	3	291	0	87	0	13,043	4
SUBTOTAL	6,201	68	3,261	88	5,680	0	12,119	4	567	0	196	0	28,024	27
Oth. Cdn. HO Mtl.	2,640	55	519	69	27	3	39	41	3	0	5	0	3,233	56
HO Que.	106	79	523	97	3	0	1	0	0	0	1	0	634	93
HO Tor.	8	50	223	99	955	0	5	0	5	60	50	0	1,246	18
HO Ont.	1	0	72	87	50	0	242	0	0	0	0	0	365	17
SUBTOTAL	2,755	56	1,337	86	1,035	0	287	6	8	37	56	0	5,478	49
U.S. HO Mtl.	2,455	50	815	94	730	5	1,003	17	235	1	74	0	5,312	41
HO Que.	122	35	920	94	50	0	6	0	5	0	25	0	1,128	80
HO Tor.	228	60	150	86	6,455	5	570	9	38	15	243	1	7,684	8
HO Ont.	195	70	121	90	376	2	8,251	4	33	6	149	6	9,125	6
SUBTOTAL	3,000	51	2,006	93	7,611	5	9,830	5	311	3	491	2	23,249	18
Oth. For. HO Mtl.	1,286	63	96	92	138	1	48	39	20	10	72	4	1,660	55
HO Que.	0	0	305	92	0	0	0	0	0	0	0	0	305	92
HO Tor.	170	90	572	93	1,735	0	101	22	27	14	140	0	2,745	26
HO Ont.	28	53	9	66	10	0	749	12	2	0	20	0	818	13
SUBTOTAL	1,484	66	982	92	1,883	0	898	14	49	12	232	1	5,528	36
Not. Incl. HO Mtl.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Que.	0	0	345	64	1	0	0	0	0	0	1	0	347	64
HO Tor.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Ont.	33	93	0	0	46	0	0	0	0	0	13	0	92	33
SUBTOTAL	33	93	345	64	47	0	0	0	0	0	14	0	439	57
Grnd. Totl. HO Mtl.	13,878	65	2,488	90	1,131	3	1,295	21	483	1	174	1	19,449	60
HO Que.	959	75	10,030	95	68	1	21	33	10	20	38	5	11,126	92
HO Tor.	563	70	1,201	84	13,288	2	1,625	12	127	10	526	0	17,330	11
HO Ont.	363	68	545	82	1,907	1	20,366	4	326	0	269	3	23,776	7
TOTAL	15,763	66	14,264	93	16,394	2	23,307	6	946	2	1,007	1	71,681	35

TABLE 3.1.2
(358 Small Firms)

WAGE-ROLL EMPLOYMENT, SHOWING PERCENTAGE FRENCH-SPEAKING
BY OWNERSHIP-LOCATION OF FIRMS & LOCATION OF EMPLOYEES

Ownership-Location	Montreal		Other Quebec		Toronto		Other Ontario		4 Atlantic Provs.		4 Western Provs.		Total	
	Employment	% Fr.	Employment	% Fr.	Employment	% Fr.	Employment	% Fr.	Employment	% Fr.	Employment	% Fr.	Employment	% Fr.
	LOCATION OF EMPLOYEES													
Fr. Cdn. HO Mtl.	1,727	92	394	99	1	0	0	0	0	0	0	0	2,122	94
HO Que.	69	100	4,672	99	0	0	0	0	0	0	0	0	4,741	99
HO Tor.	0	0	0	0	59	1	0	0	0	0	0	0	59	1
HO Ont.	0	0	102	100	0	0	66	100	0	0	0	0	168	100
SUBTOTAL	1,796	93	5,168	99	60	1	66	100	0	0	0	0	7,090	96
Eng. Cdn. HO Mtl.	3,777	73	394	96	84	0	150	24	210	0	1	0	4,616	69
HO Que.	516	81	1,878	97	0	0	0	0	0	0	0	0	2,394	93
HO Tor.	57	89	236	49	3,151	1	697	11	32	0	47	0	4,220	6
HO Ont.	15	100	97	73	972	0	8,492	3	242	0	35	0	9,853	3
SUBTOTAL	4,365	74	2,605	91	4,207	1	9,339	4	484	0	83	0	21,083	28
Oth. Cdn. HO Mtl.	2,185	57	480	70	0	0	30	50	0	0	0	0	2,695	60
HO Que.	80	100	477	98	0	0	0	0	0	0	0	0	557	98
HO Tor.	0	0	220	100	727	0	0	0	0	0	0	0	947	23
HO Ont.	0	0	65	93	35	0	230	0	0	0	0	0	330	19
SUBTOTAL	2,265	59	1,242	87	762	0	260	6	0	0	0	0	4,529	54
U.S. HO Mtl.	1,254	66	684	97	82	4	742	19	154	0	0	0	2,916	56
HO Que.	7	42	725	99	8	0	0	0	1	0	5	0	746	96
HO Tor.	7	28	89	82	4,344	4	401	12	0	0	38	0	4,879	6
HO Ont.	56	75	80	87	210	0	6,242	4	10	10	49	4	6,647	6
SUBTOTAL	1,324	66	1,578	96	4,644	4	7,385	6	165	1	92	2	15,188	20
Oth. For. HO Mtl.	916	76	65	98	9	0	15	100	0	0	6	33	1,011	76
HO Que.	0	0	272	96	0	0	0	0	0	0	0	0	272	96
HO Tor.	11	100	502	93	1,128	0	0	0	0	0	0	0	1,641	29
HO Ont.	4	50	0	0	4	0	580	15	0	0	0	0	588	15
SUBTOTAL	931	76	839	94	1,141	0	595	17	0	0	6	33	3,512	45
Not Incl. HO Mtl.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Que.	0	0	250	80	0	0	0	0	0	0	0	0	250	80
HO Tor.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Ont.	25	100	0	0	31	0	0	0	0	0	9	0	65	38
SUBTOTAL	25	100	250	80	31	0	0	0	0	0	9	0	315	71
Grnd. Totl. HO Mtl.	9,859	72	2,017	91	176	2	937	22	364	0	7	28	13,360	69
HO Que.	672	85	8,274	97	8	0	0	0	1	0	5	0	8,960	96
HO Tor.	75	85	1,047	83	9,409	2	1,098	11	32	0	85	0	11,746	11
HO Ont.	100	84	344	88	1,252	0	15,610	4	252	0	93	2	17,651	6
TOTAL	10,706	73	11,682	95	10,845	2	17,645	6	649	0	190	2	51,717	30

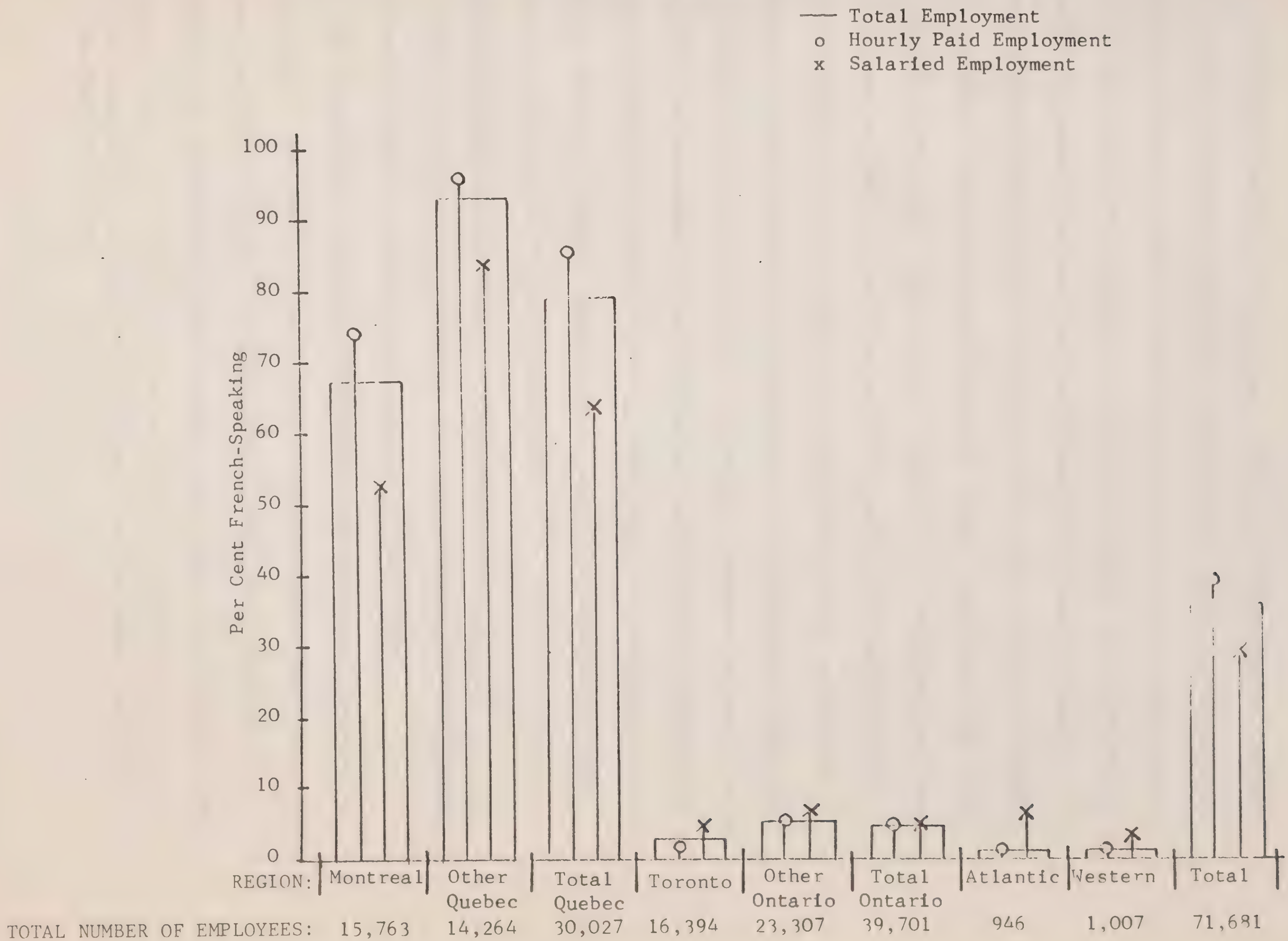
TABLE 3.1.3
(358 Small Firms)

SALARIED EMPLOYMENT, SHOWING PERCENTAGE FRENCH-SPEAKING
BY OWNERSHIP-LOCATION OF FIRMS & LOCATION OF EMPLOYEES

Ownership-Location	Montreal Employment	Montreal % Fr.	Other Quebec Employment	Other Quebec % Fr.	Toronto Employment	Toronto % Fr.	Other Ontario Employment	Other Ontario % Fr.	4 Atlantic Provs. Employment	4 Atlantic Provs. % Fr.	4 Western Provs. Employment	4 Western Provs. % Fr.	Total Employment	Total % Fr.
	LOCATION OF EMPLOYEES													
Fr. Cdn. HO Mtl.	416	95	184	99	45	0	8	12	6	0	7	0	666	87
HO Que.	74	90	902	94	14	7	14	50	5	40	11	18	1,020	91
HO Tor.	4	50	0	0	18	0	0	0	0	0	0	0	22	9
HO Ont.	0	0	79	100	1	0	85	100	0	0	0	0	165	99
SUBTOTAL	494	94	1,165	95	78	1	107	86	11	18	18	11	1,873	89
Eng. Cdn. HO Mtl.	1,577	53	86	84	106	0	47	70	9	0	15	0	1,840	52
HO Que.	72	54	485	77	0	0	0	0	0	0	0	0	557	74
HO Tor.	96	53	20	80	915	0	252	20	25	0	46	0	1,354	8
HO Ont.	91	54	65	26	452	1	2,481	4	49	0	52	0	3,190	5
SUBTOTAL	1,836	53	656	73	1,473	0	2,780	7	83	0	113	0	6,941	24
Oth. Cdn. HO Mtl.	455	42	39	53	27	3	9	11	3	0	5	0	538	40
HO Que.	26	15	46	89	3	0	1	0	0	0	1	0	77	58
HO Tor.	8	50	3	66	228	0	5	0	5	60	50	0	299	3
HO Ont.	1	0	7	28	15	0	12	0	0	0	0	0	35	5
SUBTOTAL	490	41	95	69	273	0	27	3	8	37	56	0	949	28
U.S. HO Mtl.	1,201	33	131	80	648	5	261	12	81	3	74	0	2,396	24
HO Que.	115	34	195	75	42	0	6	0	4	0	20	0	382	49
HO Tor.	221	61	61	93	2,111	6	169	2	38	15	205	1	2,805	12
HO Ont.	139	69	41	95	166	4	2,009	1	23	4	100	7	2,478	7
SUBTOTAL	1,676	40	428	81	2,967	6	2,445	3	146	6	399	2	8,061	16
Oth. For. HO Mtl.	370	31	31	80	129	1	33	12	20	10	66	1	649	23
HO Que.	0	0	33	57	0	0	0	0	0	0	0	0	33	57
HO Tor.	159	89	70	97	607	0	101	22	27	14	140	0	1,104	21
HO Ont.	24	54	9	66	6	0	169	1	2	0	20	0	230	9
SUBTOTAL	553	49	143	82	742	0	303	9	49	12	226	0	2,016	21
Not Incl. HO Mtl.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Que.	0	0	95	24	1	0	0	0	0	0	1	0	97	23
HO Tor.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Ont.	8	75	0	0	15	0	0	0	0	0	4	0	28	22
SUBTOTAL	8	75	95	24	16	0	0	0	0	0	5	0	124	23
Grnd. Totl. HO Mtl.	4,019	48	471	86	955	3	358	20	119	4	167	0	6,089	40
HO Que.	287	52	1,756	82	60	1	21	33	9	22	33	6	2,166	74
HO Tor.	488	68	154	92	3,879	3	527	14	95	13	441	0	5,584	12
HO Ont.	263	62	201	71	655	2	4,756	5	74	1	176	3	6,125	9
TOTAL	5,057	51	2,582	83	5,549	3	5,662	7	297	7	817	1	19,964	27

CHART 3.1
(358 Small Firms)

FRENCH-SPEAKING EMPLOYEES AS A PERCENTAGE OF TOTAL EMPLOYMENT BY REGION



well as in firms owned by other groups. This is probably due to the fact that wage-roll employees are usually hired locally (with the result that their distribution by mother tongue is close to that of the local population), whereas salaried employees who must have special skills or educational backgrounds often must be hired elsewhere. Since the number of French-Canadians having the education and training required in business is low, and since their mobility also tends to be low[1], employers must often hire people whose mother tongue is not French to fill salaried positions.

Figures on Chart 3.1 relating to other regions in Canada show that French-Canadians who are willing to move away from Quebec, or who are residents of other provinces and have received their education there, are well represented in salaried ranks. Although the numbers are small, we do note that the percentage of French-Canadians among salaried employees is generally greater than their percentage among wage-roll employees in all regions outside of Quebec. Most of these people are employed by firms other than those owned by French-Canadians.

3.2 Differences Due to Type of Ownership and Location of Firms

Chart 3.2.1 shows the percentage of French-Canadiáns in total sample employment by type of ownership and location of head office.

The breakdown by type of ownership only (all locations) is shown at the bottom of the chart. Firms owned by French-Canadians have the greatest proportion (95 per cent) of French-Canadians among their employees. Employment of people whose mother tongue is not French is therefore lower

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(1) See Section 3.2.3 (Mobility) in Volume IV of the report on large manufacturing firms.

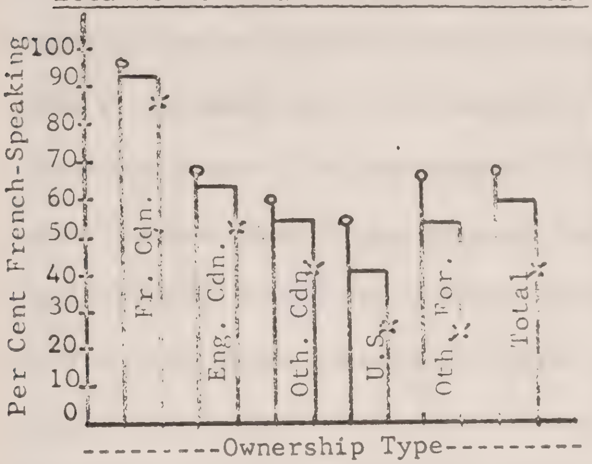
CHART 3.2.1
(358 Small Firms)

FRENCH-SPEAKING EMPLOYEES AS A PERCENTAGE OF TOTAL EMPLOYMENT
BY OWNERSHIP TYPE AND LOCATION OF HEAD OFFICE

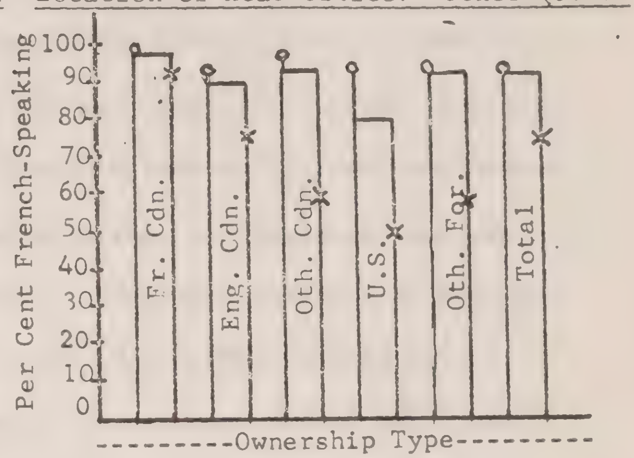
Location of Employees: All Regions

—— Total Employment
o Hourly Employment
x Salaried Employment

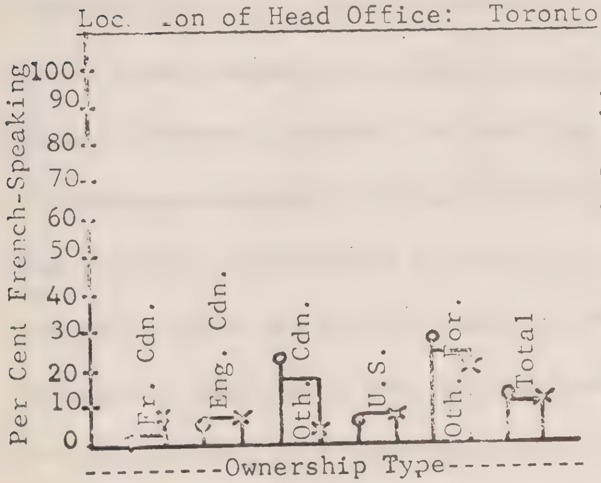
Location of Head Office: Montreal



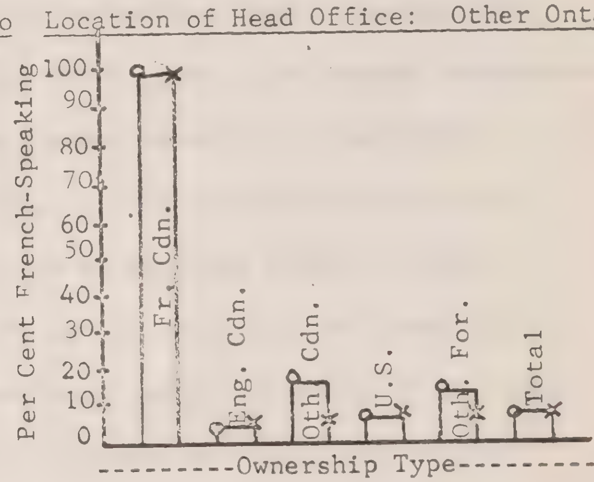
Location of Head Office: Other Quebec



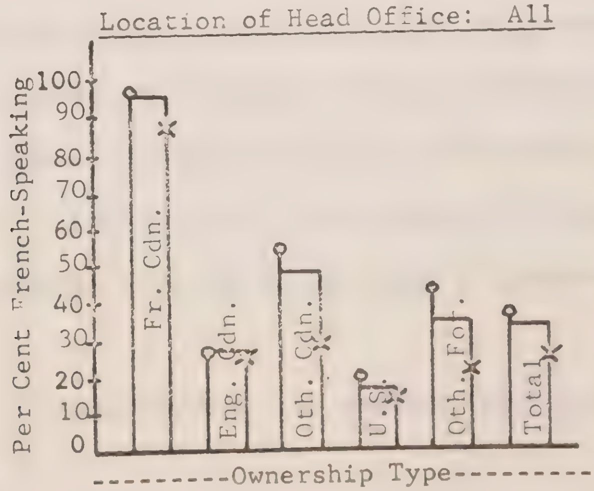
Location of Head Office: Toronto



Location of Head Office: Other Ontario



Location of Head Office: All



in French-Canadian-owned firms than is employment of French-Canadians in firms owned by all other groups. Even so, the percentage of French-Canadians among salaried staff in these firms (89 per cent) is lower than it is among wage-roll employees (96 per cent). For firms in other ownership groups, the percentage of French-Canadians in total employment is as follows (percentage figures for wage-roll and salaried employees, respectively, are shown in parentheses): English-Canadian: 27 per cent (28% & 24%); Other Canadian: 49 per cent (54% & 28%); United States: 18 per cent (20% & 16%); Other Foreign: 36 per cent (45% & 21%); All ownership types: 35 per cent (39% & 27%). The greatest divergence in representation of French-Canadians in salaried and wage-roll employment is in Other Canadian and Other Foreign-owned firms. The lowest representation of French-Canadians in total employment is in U.S.-owned firms.

Representation of French-Canadians in both salaried and wage-roll employment is influenced by the location of the head office of the employing firm, as the four bar charts in the upper part of Chart 3.2.1 indicate. Because we are dealing here with relatively small firms, this is probably due to a concentration of activity and employment in the region of the head office, as very few sample firms have widely dispersed operations. The only exception lies in Other Foreign-owned firms with head offices in Toronto, which employ a larger proportion of French-Canadians than do Toronto-based firms in any other ownership group. As we have noted earlier (Section 2.0), this group of firms is larger than average, with a likelihood of a greater number of plants located in Quebec.

In Montreal and Other Quebec, the greatest divergence in representa-

tion of French-Canadians in wage-roll and salaried employment is in United States, Other Canadian, and Other Foreign-owned firms. A divergency is also apparent in English-Canadian-owned firms, but it is always less than the overall average.

Chart 3.2.2 contains data similar to that presented in Chart 3.2.1, except that, here, only employment in Other Quebec (excluding Montreal) is considered. This removes the effect of employment in other regions, which is most noticeable in larger firms having widely dispersed operations.

As the bar chart at the bottom of the page indicates, employment of French-Canadians in Other Quebec is not much affected by type of ownership. Firms owned by French-Canadians still employ the greatest proportion, but firms owned by Other Canadians (which employ the least proportion) stand scarcely ten percentage points lower.

Location of head office does make a difference, however, no doubt due to mobility requirements. Firms based in Quebec outside of Montreal employ the greatest number of people and the greatest percentage of French-Canadians in that region (95 per cent on average for all ownership types), with very slight differences due to ownership type. Firms based in Montreal are next highest in the employment of French-Canadians in operations located in Quebec outside of Montreal (90 per cent overall), followed by firms based in Toronto (84 per cent overall) and Other Ontario (82 per cent overall). French-Canadian-owned firms, no matter where they are based, tend to employ French-Canadians almost exclusively if they operate in Other Quebec at all.

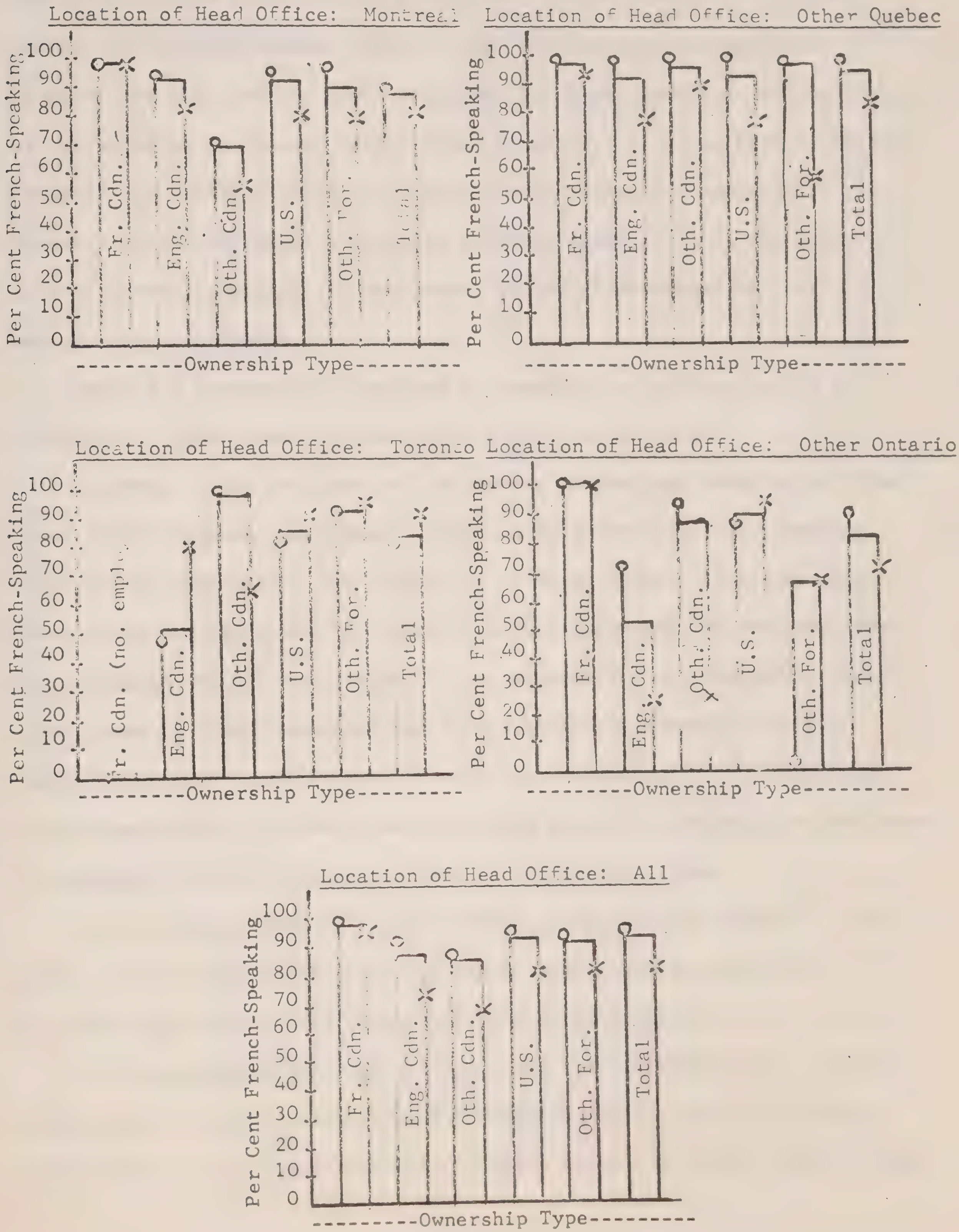
Among firms based in Other Quebec, the divergency in representation

CHART 3.2.2
(358 Small Firms)

FRENCH-SPEAKING EMPLOYEES AS A PERCENTAGE OF TOTAL EMPLOYMENT
BY OWNERSHIP TYPE AND LOCATION OF HEAD OFFICE

Location of Employees: Other Quebec

— Total Employment
o Hourly Employment
x Salaried Employment



of French-Canadians in salaried and wage-roll employment is greatest in the case of Other Foreign-owned firms, and somewhat less so in United States- and English-Canadian-owned firms. The divergency appears to be about the same for all ownership types for firms based in Montreal. For all firms based in Toronto except Other Canadian, the proportion of French-Canadians in salaried staff is greater than in wage-roll employment, apparently reflecting greater emphasis given by these firms to the employment of French-Canadians for management and staff positions in their branch plant operations.

Chart 3.2.3 gives the same kind of breakdown as before, but it is restricted to employment in the Montreal metropolitan area.

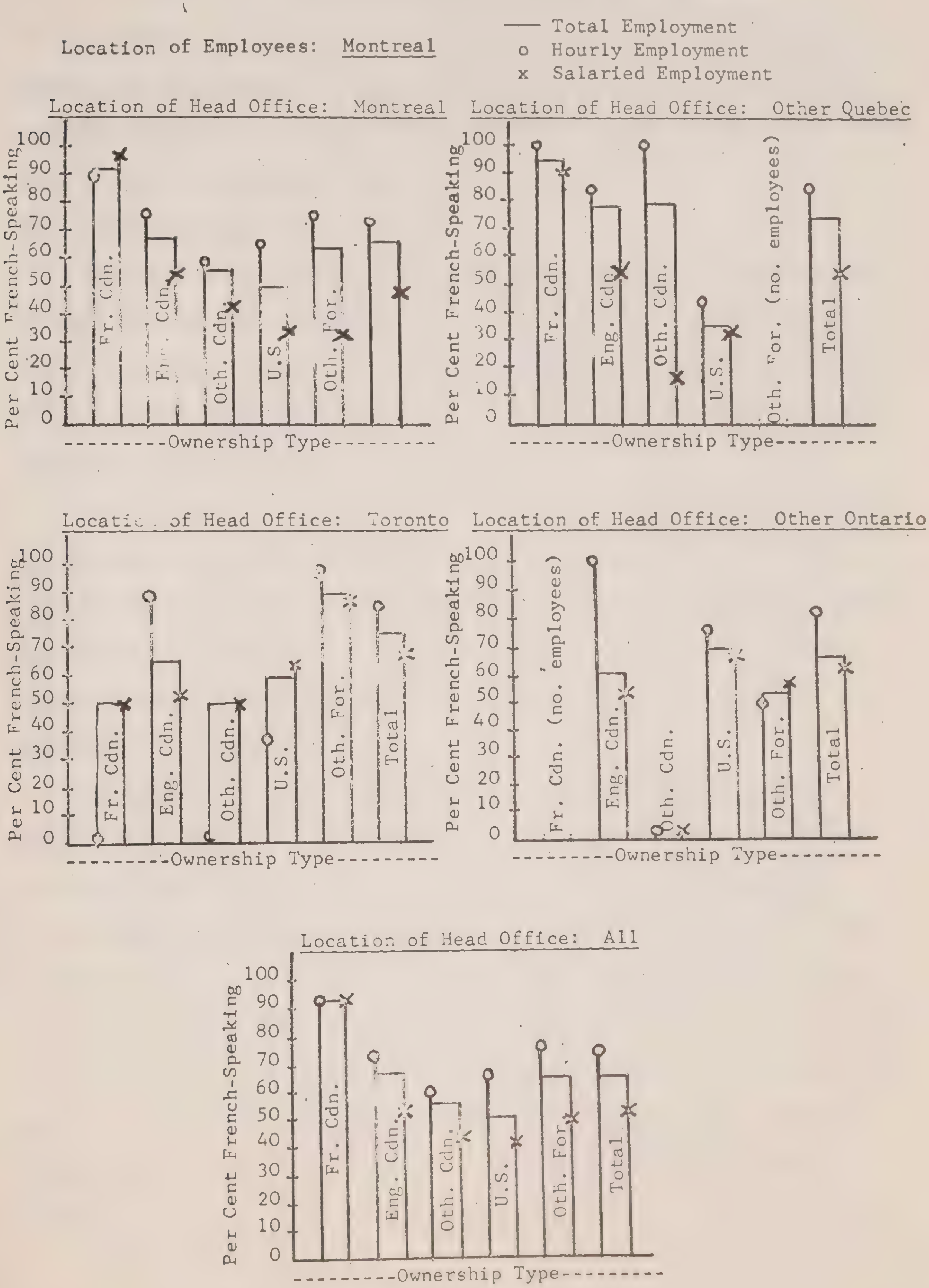
As shown in the bar chart at the bottom of the page relating to firms based in all regions, employment of French-Canadians does vary somewhat with type of ownership. The proportion is highest among French-Canadian-owned firms (93 per cent), followed by English-Canadian (68 per cent) and Other Foreign (66 per cent, equal to the average for all ownership types). Firms owned by Other Canadians and United States citizens employ the smallest proportion, at 56 and 51 per cent, respectively. The divergence in representation of French-Canadians among wage-roll and salaried employees is greatest in United States and Other Foreign-owned firms.

The bar chart relating to firms based in Montreal is similar to the total chart in nearly all respects, since these firms account for 13,878 of the total 15,763 people employed in the region.

It is noticeable here, as it was in the case of employment in Other Quebec, that firms based outside of the region tend to employ a greater proportion of French-Canadians than do firms which are locally based. This

CHART 3.2.3
(358 Small Firms)

FRENCH-SPEAKING EMPLOYEES AS A PERCENTAGE OF TOTAL EMPLOYMENT
BY OWNERSHIP TYPE AND LOCATION OF HEAD OFFICE



is probably due to the absence of head office employees in these sample groups, and the tendency for salaried staff in branch plant operations to comprise a higher proportion of clerical and more junior staff people, many of whom can be hired locally.

3.3 Differences Due to Size of Firm

Chart 3.3 shows the way in which employment of French-Canadians varies by size of firm (as measured by number of employees) in each ownership type. Percentage figures for salaried and wage-roll employees are superimposed on the bar charts, which relate to the percentage of all French-Canadians employed in firms of various sizes.

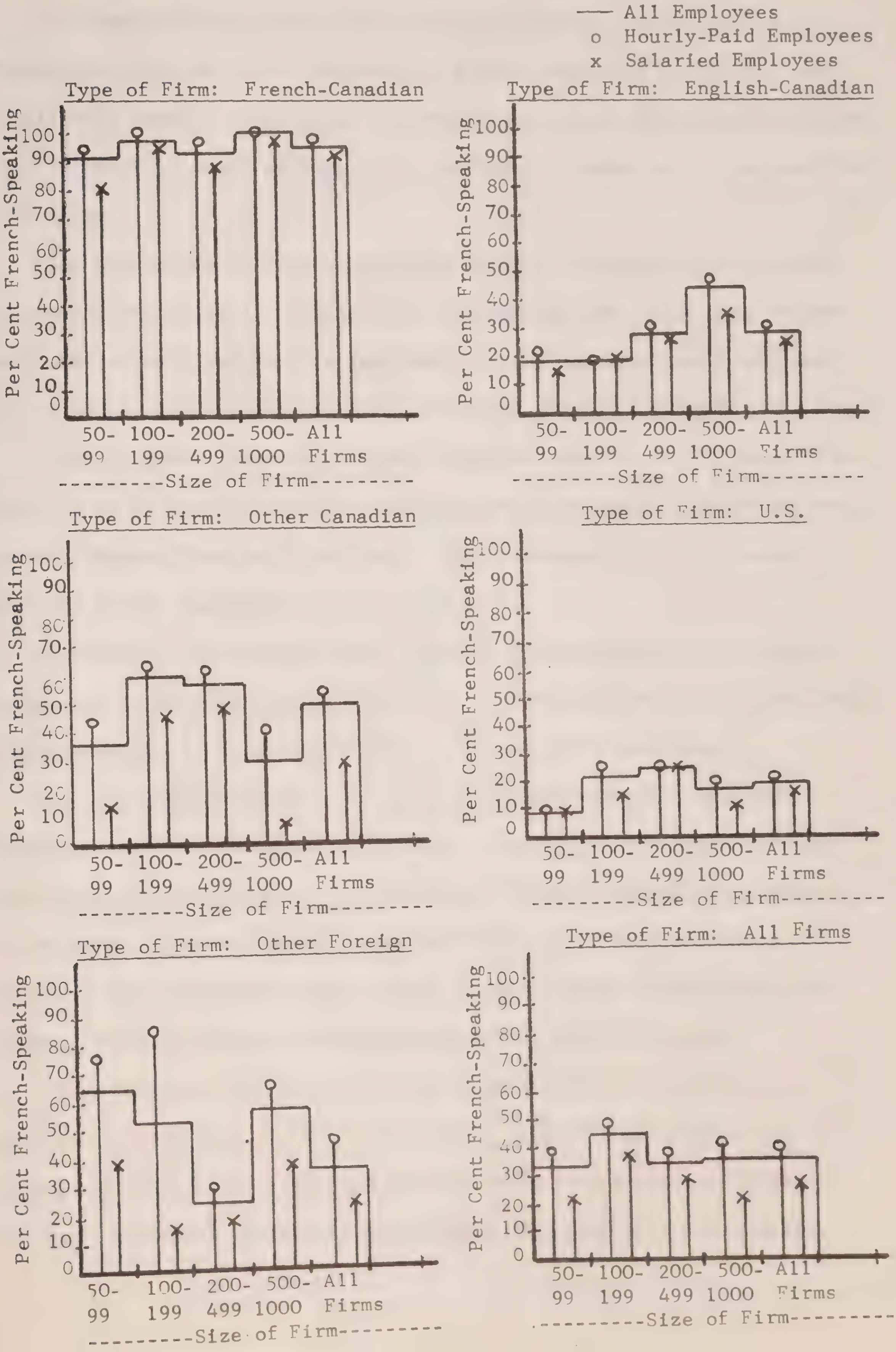
The bar chart in the lower right corner, which summarizes conditions in all firms, shows that the percentage of French-Canadians is not much affected by size. The peak which occurs in the 100 - 199 employment range is due almost entirely to the relatively large representation of French-Canadian-owned firms (which employ a very high proportion of French-Canadians) in this group.

The percentage representation of French-Canadians among salaried employees is also relatively high in the 100 - 199 employment range, for the same reason. Even so, it is possible to distinguish a slight drop in the proportion with increasing size. This is due mainly to conditions in Other Canadian and United States-owned firms, as the percentage figure tends to increase with size in English-Canadian and Other Foreign firms, and hold about even in French-Canadian firms. The initial rise in the percentage of French-Canadians in salaried staff, from the 50 - 99 to the 100 - 199 range is characteristic of every ownership type (including French-Canadian) except Other Foreign-owned firms.

CHART 3.3
(358 Small Firms)

FRENCH-SPEAKING EMPLOYEES AS A PERCENTAGE OF TOTAL EMPLOYMENT
BY SIZE OF FIRM (NUMBER OF EMPLOYEES)

For Each Ownership Type



In French-Canadian-owned firms, as noted above, the percentage of French-Canadians is nearly constant at a high level (91 to 100 per cent) in all size ranges. Curiously, the divergence in the percentage representation in salaried staff and wage-roll employees is greatest in the smallest size range.

The percentage of French-Canadians among all employees in English-Canadian firms tends to increase with increasing size, from 19 to 43 per cent, while the divergence in representation in salaried staff and wage-roll tends to widen (although both percentage figures increase).

The bar chart relating to Other Canadian firms is in the shape of an inverted U, as the overall percentage figure rises from 37 to 60 per cent before dropping back to 30 per cent. The divergence is also greatest at each end of the employment size scale.

In United States-owned firms, the bar chart also has an inverted U-shape, but it is much flatter and quite low, rising from 9 to 24 per cent before dropping back to 15 per cent in the largest size range.

In Other Foreign firms, the percentage representation of French-Canadians exhibits an opposite tendency, as the U is now right-side up. Percentage representation falls from 64 to 25 per cent before rising to 58 per cent. The divergence in representation of French-Canadians in salaried staff and wage-roll is fairly great in these firms in all size ranges, notably in firms employing between 100 and 199 people.

Data relating to firms employing between 1,000 and 1,500 people (of which, there are only three) are not shown in Chart 3.3, because in all cases, the firms have their head offices in Toronto and Other Ontario, and their principal operations are outside of Quebec. In these firms,

which are owned by English-Canadians, United States and Other Foreign citizens, 5 per cent of all wage-roll employees and 6 per cent of all salaried staff are French-speaking.

3.4 Differences Due to Type of Industry

Chart 3.4.1 shows the percentage of French-Canadians in total employment in sixteen major industry groups. Here also, additional figures representing salaried and wage-roll employees are superimposed on the bars, which relate to total employment. The chart comprises sample employment in all regions in Canada, and combines data for firms in all ownership types and all locations.

Percentage representation of French-Canadians is highest in the Leather Products industry, followed by Paper Products, Wood Products, Clothing, Food, Beverage and Tobacco Products, Textile Products, and Non-ferrous Metal Products. All of these employ a greater-than-average proportion of French-Canadians, and together they account for 46 per cent of total sample employment.

The industries employing a less-than-average proportion of French-Canadians tend to be more highly technical. These are, from the lowest percentage representation up: Electrical Products, Petroleum and Coal Products, Printing and Publishing, Chemical Products, Miscellaneous Manufacturing Industries, Iron and Steel Products, Transportation Equipment, Rubber Products, and Non-metallic Mineral Products.

Since part of the difference in representation of French-Canadians is due to the location of industry (some industries are quite lightly represented in Quebec), Charts 3.4.2, 3.4.3 and 3.4.4 have been prepared, which show similar information, but restrict coverage to Total Quebec,

CHART 3.4.1
(358 Small Firms)

FRENCH-SPEAKING EMPLOYEES AS A PERCENTAGE OF TOTAL EMPLOYMENT IN SIXTEEN INDUSTRY GROUPS

REGION: All Canada

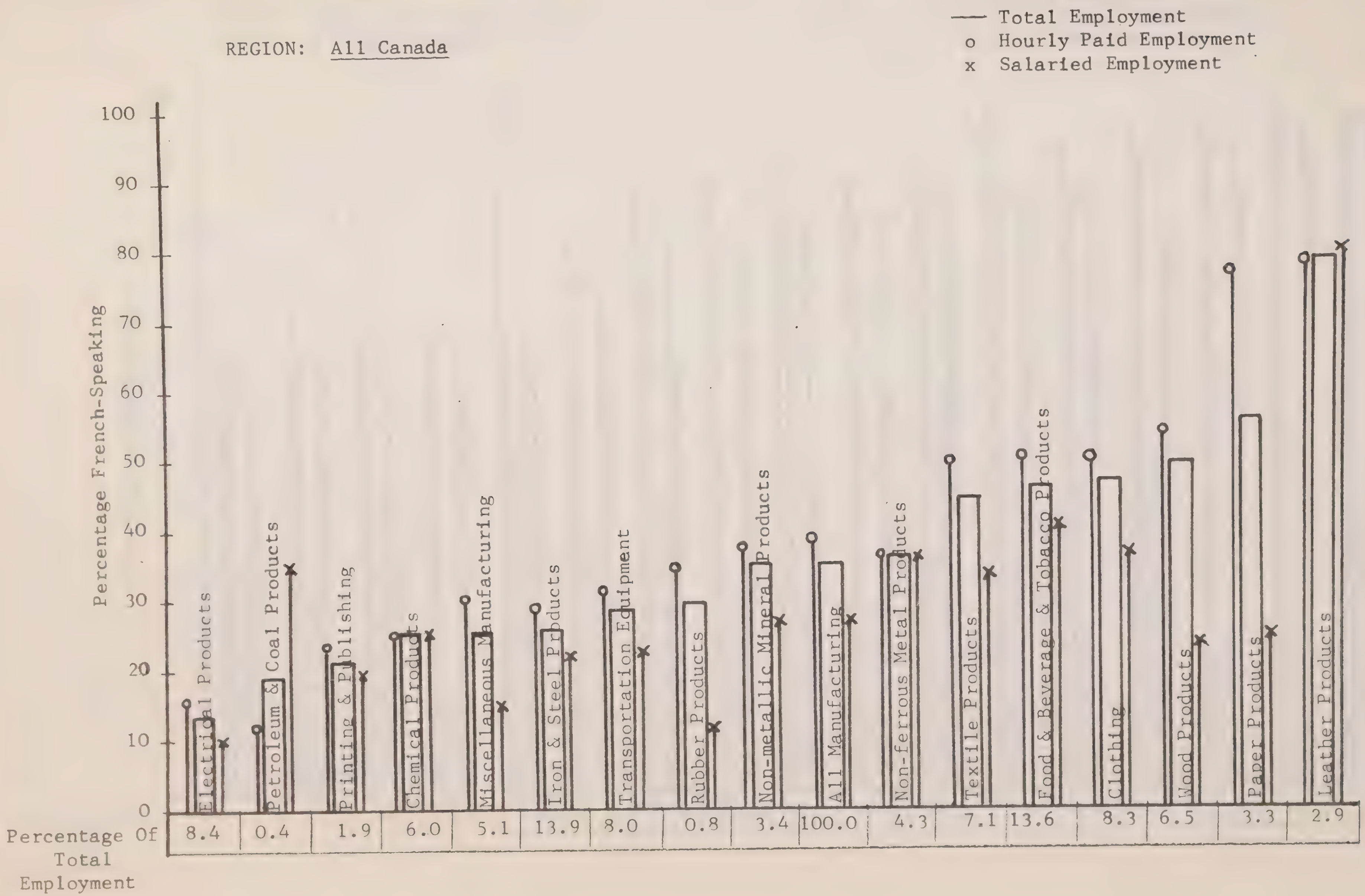
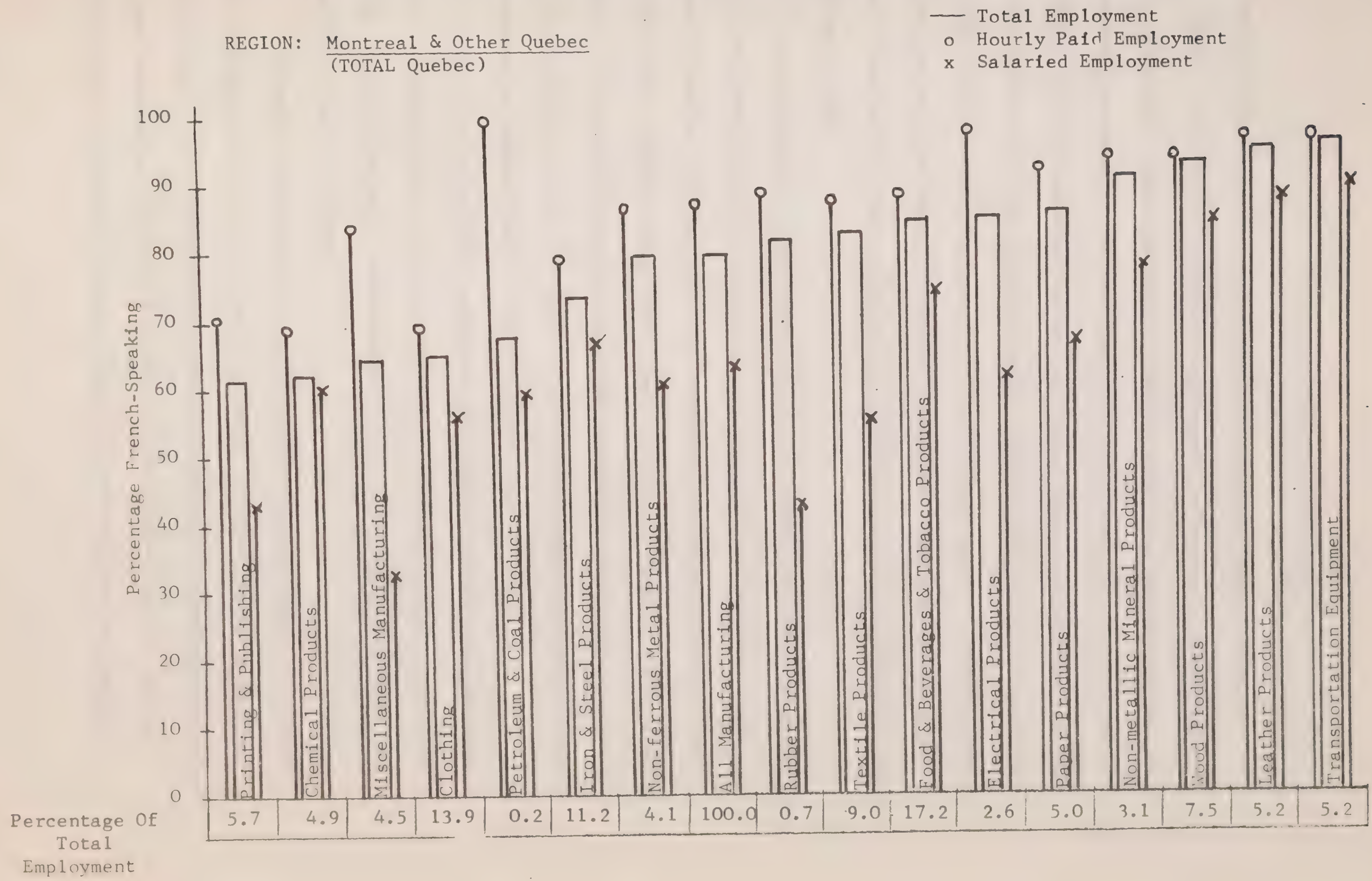


CHART 3.4.2
(358 Small Firms)

FRENCH-SPEAKING EMPLOYEES AS A PERCENTAGE OF TOTAL EMPLOYMENT IN SIXTEEN INDUSTRY GROUPS

REGION: Montreal & Other Quebec
(TOTAL Quebec)



the Montreal metropolitan region, and Other Quebec, respectively.

Chart 3.4.3, which relates to employment in Montreal, shows that some of the more highly technical industries such as Transportation Equipment, Non-metallic Mineral Products, and Rubber Products are now included in the group which employs a greater-than-average proportion of French-Canadians. (The "above-average-representation" group accounts for 46.3 per cent of total employment in the Montreal region.) Nevertheless, industries such as Chemical Products, Electrical Products, and Iron and Steel Products still have a relatively small proportion of French-Canadians working in them.

The divergence in the representation of French-Canadians among salaried staff and among wage-roll employees is quite great in the case of the Rubber Products, Petroleum and Coal Products, Electrical Products, and Miscellaneous Manufacturing Industries. It is quite small in the Clothing, Chemical Products, Leather Products and Transportation Equipment Industries. In all industry groups, the proportion of French-Canadians among wage-roll employees is greater than it is in salaried staff.

Chart 3.4.4 shows that employment of French-Canadians is very high in all industry groups in Quebec outside of Montreal, but the trend towards less-than-average representation in the more highly technical industries is still apparent.

In general, representation of French-Canadians in wage-roll employment is higher than it is in salaried staff in Other Quebec as well as in Montreal. The divergence is greatest among those industries which have a less-than-average proportion of French-Canadians working in them - particularly the Rubber Products, Textiles, Printing and Publishing,

CHART 3.4.3
(358 Small Firms)

FRENCH-SPEAKING EMPLOYEES AS A PERCENTAGE OF TOTAL EMPLOYMENT IN SIXTEEN INDUSTRY GROUPS

REGION: Montreal

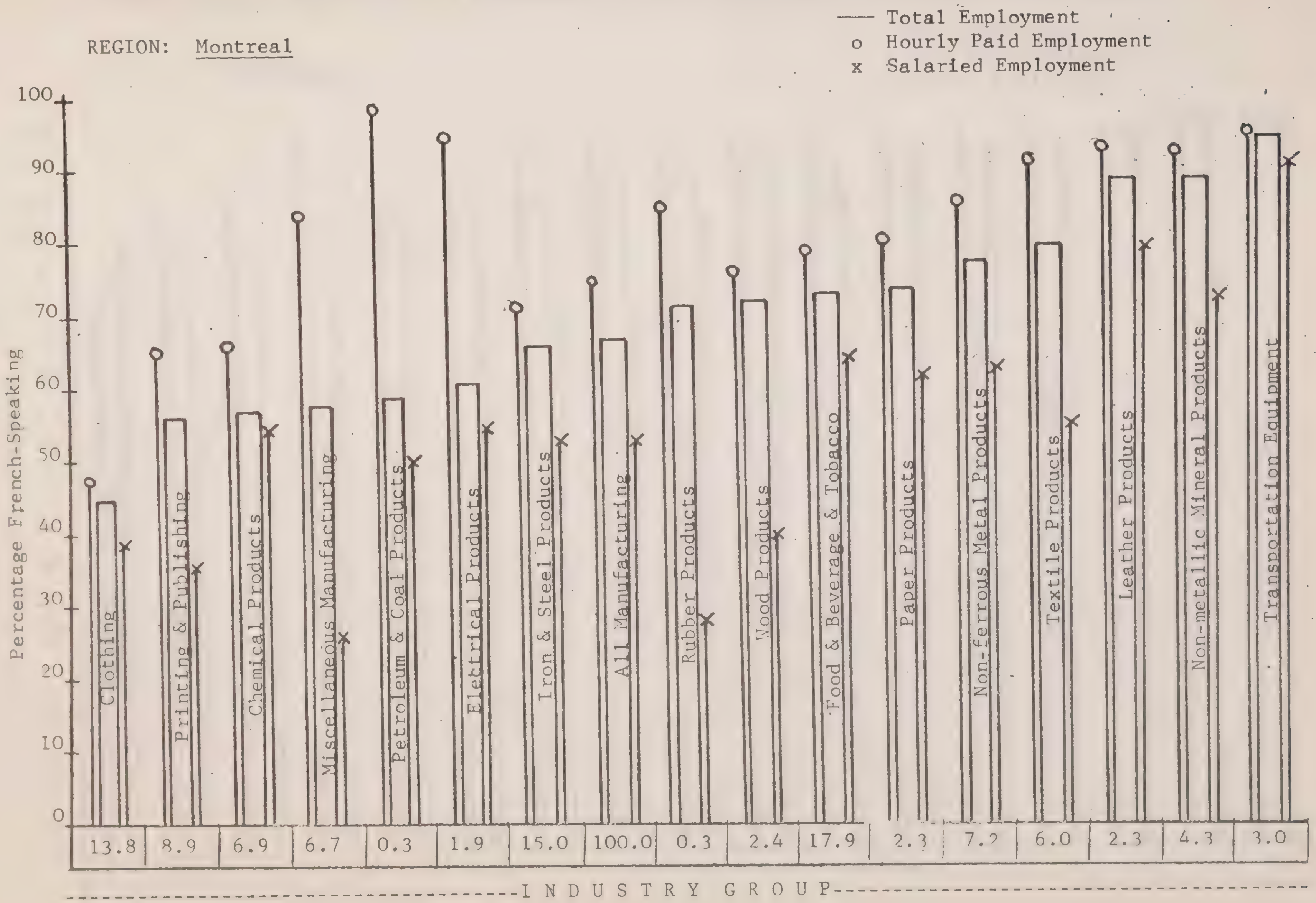
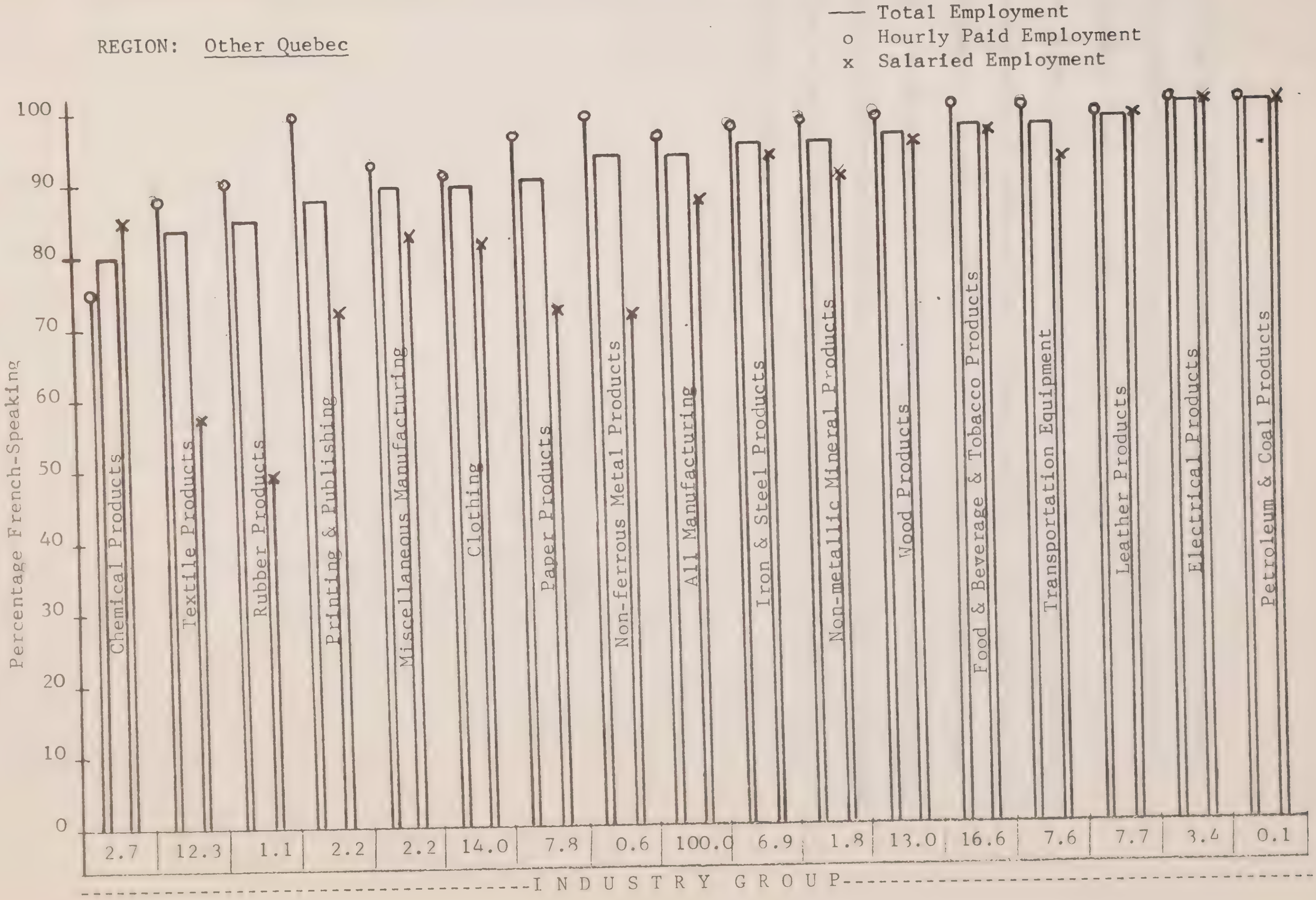


CHART 3.4.4
(358 Small Firms)

FRENCH-SPEAKING EMPLOYEES AS A PERCENTAGE OF TOTAL EMPLOYMENT IN SIXTEEN INDUSTRY GROUPS

REGION: Other Quebec



Paper Products and Non-ferrous Metals Industries. In only one industry - Chemical Products - is the proportion of French-Canadians in salaried staff greater than it is among wage-roll employees.

An example of the effect of concentration of manufacturing activity on total figures is given by the Clothing Industry, which employs a less-than-average proportion of French-Canadians in both Montreal and Other Quebec. On Chart 3.4.1 (Total Canada), this industry is shown as having a greater-than-average proportion of French-Canadians among its employees, but this is due principally to the fact that nearly all of its employees are in plants located in Quebec.

4.0 PATTERNS OF LANGUAGE OF BUSINESS

4.0 PATTERNS AND LANGUAGE OF BUSINESS

In this section, differences between firms with respect to patterns of business are examined, with a view to explaining the relative utilization of French and English in external contact (Marketing and Procurement) and in internal communication.

We could conclude, for example, that a firm based in Ontario and doing most of its buying and selling in that province would have little occasion to use French as a language of business. And we would note, also, that such a high concentration of activity in the one region is itself an interesting characteristic of that firm's ownership.

4.1 Marketing

Table 4.1.1 shows the distribution of sales to various regions in Canada and elsewhere, by firms belonging to each ownership type and by firms located in the four designated regions in Quebec and Ontario.

In the lower part of the table (where sellers are classified by location of head office), we note that sample firms based in Montreal and Other Quebec sell the largest part of their output to buyers located in Quebec (45 and 55 per cent, respectively), but that firms located in Toronto and Other Ontario sell an even larger proportion to buyers located in Ontario (53 and 66 per cent, respectively). Further, Quebec-based firms sell a higher percentage of their output in Ontario (28 per cent from Montreal and 18 per cent from Other Quebec) than Ontario firms sell in Quebec (19 per cent from Toronto and 17 per cent from Other Ontario). Toronto-based firms also sell a higher proportion of their output to buyers located in other parts of Canada than do Montreal-based firms (24 per cent vs 20 per cent). The comparison between firms based in Other

TABLE 4.1.1
(358 Small Firms)

CONCENTRATION OF ACTIVITY
AS MEASURED BY
REGIONAL DISTRIBUTION OF SALES TO ALL CUSTOMERS

Classification of Sellers	Location of Buyers' Head Offices									
	Quebec		Ontario		Other Canada		Other Countries		Total	
Ownership Type	$ MM	%	$ MM	%	$ MM	%	$ MM	%	$ MM	%
French-Canadian	123.5	72	25.7	15	10.9	6	10.5	6	170.6	100
English-Canadian	125.0	24	290.2	56	62.1	12	44.5	9	521.7	100
Other Canadian	27.2	37	32.2	43	11.7	16	3.0	4	74.2	100
U.S.	129.9	23	263.4	47	133.4	24	31.9	6	558.6	100
Other Foreign	24.5	26	36.5	38	33.7	35	1.0	1	95.8	100
Other (not classifiable)	2.6	37	3.3	47	1.0	15	0.0	0	7.0	100
TOTAL	432.6	30	651.4	46	252.9	18	90.9	6	1,427.8	100
Location of Sellers' Head Office										
Montreal	179.6	45	110.9	28	77.8	20	26.8	7	395.1	100
Other Quebec	102.4	55	32.7	18	19.7	11	30.2	16	185.0	100
Toronto	69.3	19	197.3	53	89.6	24	17.8	5	373.9	100
Other Ontario	81.4	17	310.5	66	65.9	14	16.0	3	473.8	100
TOTAL	432.6	30	651.4	46	252.9	18	90.9	6	1,427.8	100

Ontario and Other Quebec is similar, though at a lower level (14 and 11 per cent, respectively). Firms based in Quebec (especially in the region outside of Montreal) sell a higher proportion of their output to export markets.

In short, we note that firms in Montreal and Other Quebec are much more "export-oriented" (in terms of sales to other regions in Canada as well as to other countries) than are firms located in Toronto and Other Ontario. Put in another way, Ontario is much more self-sufficient than Quebec - mainly because it has a larger and broader industrial base.

The upper part of Table 4.1.1 shows a similar breakdown of sales by location of buyer, but here firms are classified by type of ownership.

French-Canadian-owned firms concentrate their sales on buyers located in Quebec to a much greater extent (72 per cent) than do firms of any other ownership type in any other region. Most of this is due to French-Canadian-owned firms located in Quebec, which account for 122.6 out of the total 123.5 million dollars' worth of sales by this ownership type. Firms located in Montreal concentrate on Quebec customers much more than do firms located in other parts of the province (84 vs 68 per cent).

English-Canadian-owned firms sell the largest part (56 per cent) of their output to buyers in Ontario. Most of this is accounted for by firms located in Toronto (61 per cent) and Other Ontario (73 per cent, to Ontario-based buyers). Even so, English-Canadian firms located in Quebec sell less than half their output to buyers in Quebec (43 per cent for Montreal-based firms and 39 per cent for firms based in Other Quebec). The largest part (41 per cent) of sales by English-Canadian-owned firms located in Other Quebec is made to foreign markets, since many of these

firms are in resource-based industries.

Firms owned by Other Canadians sell 37 per cent of their output in Quebec (mostly from firms located in Quebec) and 43 per cent of their output in Ontario (mostly from firms based in Ontario, but not to such a great extent as in the case of Quebec).

United States-owned firms, the largest single group in terms of total sales value, sell 23 per cent of their output in Quebec (drawn about equally from firms located in Quebec and Ontario) and 47 per cent of their output in Ontario (mostly from firms located in Ontario). Their sales to other parts of Canada, at 133.4 million dollars, or 24 per cent of total sales, are absolutely higher than for any other ownership type, and proportionately higher than for any Canadian-owned group of firms.

Firms owned by Other Foreign interests also sell the largest part of their output in Ontario and other parts of Canada. Most of these sales are accounted for by Ontario-based firms, while most of the sales made in Quebec by this ownership group (26 per cent of total sales) are contributed by Quebec-based firms.

Practices in any given firm are determined to an extent by the regional distribution of its total sales, but within this context, we believe practices are determined more specifically by the regional distribution of sales to its largest customers. Charts 4.1.1 and 4.1.2 are designed to show the regional distribution of sales to the five largest customers of sample firms, by ownership type and by location of the seller, respectively.

Sales by all sample firms to their five largest customers amount to 39.3 per cent of total sales. Comparable figures for each ownership type,

which indicate differing degrees of dependence on a small number of buyers, are as follows: French-Canadian; 47.3 per cent; English-Canadian, 41.3 per cent; Other Canadian, 40.6 per cent; U.S.-owned, 38.2 per cent; Other Foreign-owned, 21.0 per cent.

Chart 4.1.1: In general, the pattern of sales to the five largest customers tends to accentuate the characteristics suggested in Table 4.1.1 (Sales to All Customers).

The bar chart in the lower right corner, which relates to all ownership types, shows that the degree of concentration is greatest in Ontario and next greatest in Quebec.

Concentration of sales in Quebec is quite high, at 72 per cent, among French-Canadian-owned firms, although Other Canadian firms also make a relatively high proportion (43 per cent) of sales to buyers in Quebec which are included among their five largest customers.

Considering only the five largest customers again, concentration of sales to buyers located in Ontario is high in the case of English-Canadian firms (64 per cent), Other Canadian firms (46 per cent), U.S.-owned firms (62 per cent) and Other Foreign firms (59 per cent).

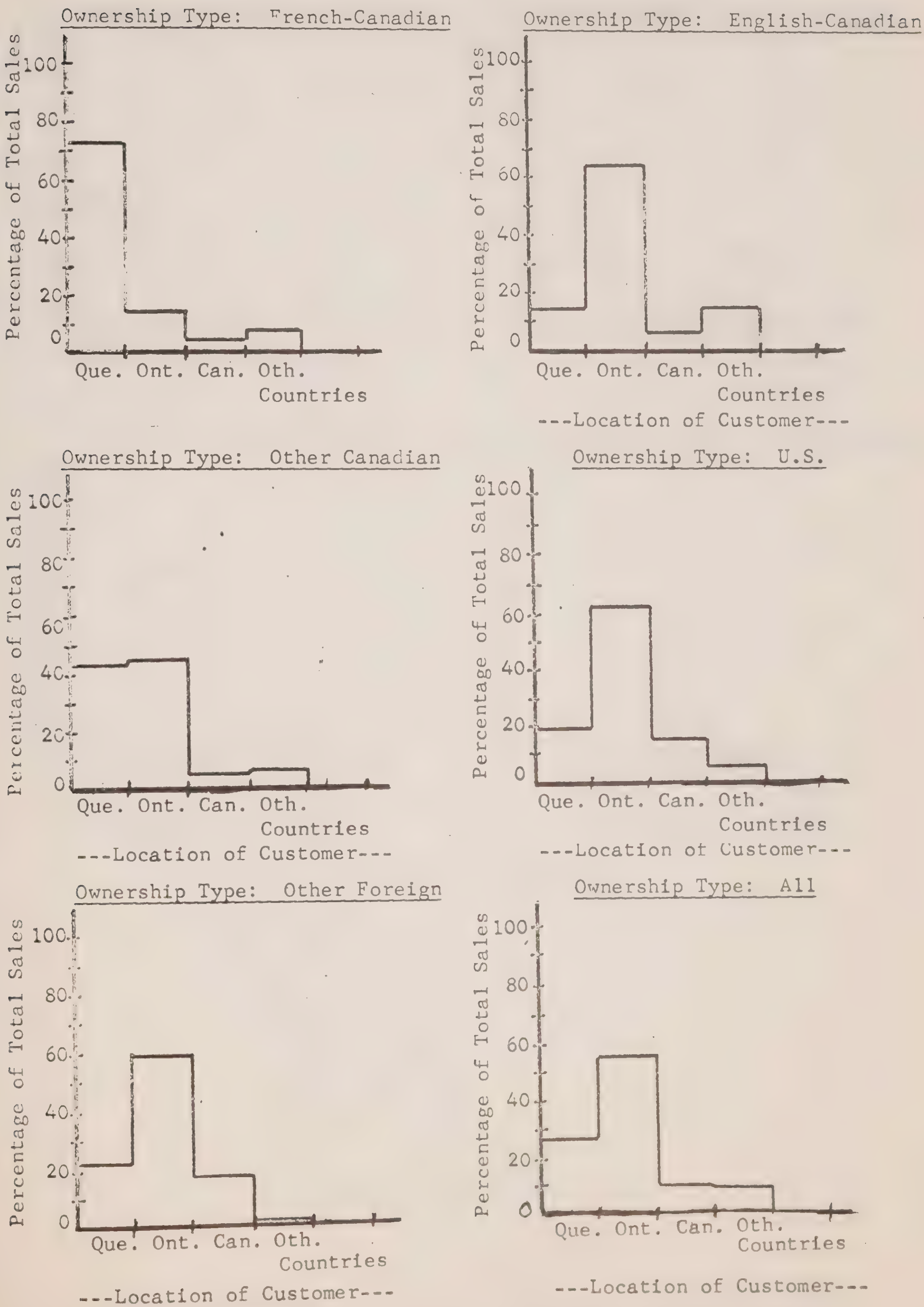
Although the proportions are relatively low, sales to other parts of Canada are most significant for U.S.-owned firms (15 per cent) and Other Foreign firms (18 per cent), while English-Canadian firms lay more stress (15 per cent) on sales to export markets than any other ownership group.

Chart 4.1.2: Classifying seller firms by location of head office, we note that Quebec-based firms (Montreal and Other Quebec) concentrate the largest part of their sales (to five largest customers) on buyers located in Quebec (45 and 52 per cent, respectively). However, firms

CHART 4.1.1
(358 Small Firms)

CONCENTRATION OF ACTIVITY
AS MEASURED BY
REGIONAL DISTRIBUTION OF SALES TO FIVE LARGEST CUSTOMERS

For Each Ownership Type

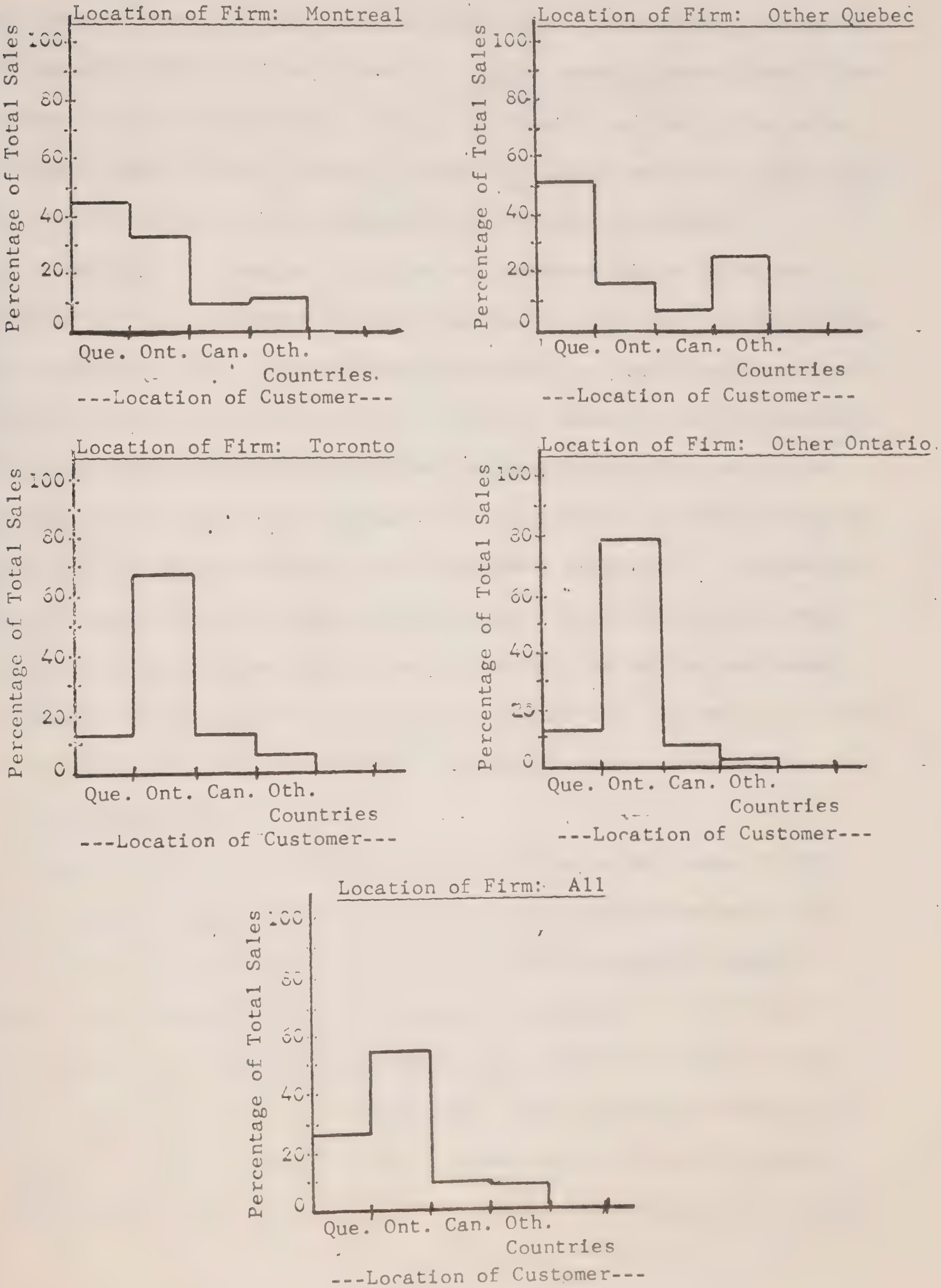


Percentage Sales to Five Largest Customers By Ownership Type

CHART 4.1.2
(358 Small Firms)

CONCENTRATION OF ACTIVITY
AS MEASURED BY
REGIONAL DISTRIBUTION OF SALES TO FIVE LARGEST CUSTOMERS

By Location of Head Office



Percentage Sales to Five Largest Customers By Location of Firm

located in Ontario concentrate sales on buyers located in Ontario to an even greater extent (67 per cent and 78 per cent, respectively, for firms located in Toronto and Other Ontario). Again, sales by Quebec-based firms to Ontario are more significant (33 per cent and 16 per cent) than sales by Ontario-based firms to Quebec (14 per cent and 13 per cent) (the figures cited first relate to firms located in the metropolitan areas).

Table 4.1.2 translates the effect of concentration of sales into measures of the utilization of French and English in formal correspondence with customers. Only the percentage utilization of French is shown in the table; all other correspondence is in English. Since not all customers in Quebec are English-speaking, a separate column is shown for percentage utilization of French with customers in this province, and this can be compared with the column relating to all customers everywhere. (Information was also gathered on the degree of utilization of French with customers located outside of Quebec, and it was found that English is used almost exclusively in all regions, including other countries. At most, 2 per cent of all sales to customers in Ontario involves the use of French about 10 per cent of the time.)

Table 4.1.2 is in three parts, corresponding to (A) Sales to the Single Largest Customer; (B) Sales to the Five Largest Customers; and (C) Sales to All Customers. The degree of concentration of sales in Quebec (far right-hand column) is repeated from Table 4.1.1 for sales to all customers, and corresponding figures are inserted for sales to the single largest and five largest customers. These figures, denoting concentration of sales in Quebec, help to explain the difference between utilization of French with customers in Quebec, and utilization of French

TABLE 4.1.2
(358 Small Firms)

RELATIVE UTILIZATION OF FRENCH IN FORMAL CORRESPONDENCE WITH CUSTOMERS

For Each Ownership Type

A. With Single Largest Customer

Ownership Type	Per Cent Utilization of French: With Customers Located in Quebec	Per Cent Utilization of French: With All Customers	Concentration of Sales In Quebec -------Per Cent-------
French-Canadian	49	41	77
English-Canadian	5	1	10
Other Canadian	12	9	48
U.S.	5	1	13
Other Foreign	18	5	24
Total	25	6	22

B. With Five Largest Customers

Ownership Type	With Customers Located in Quebec	With All Customers	Concentration of Sales In Quebec
French-Canadian	54	41	72
English-Canadian	11	3	17
Other Canadian	25	13	43
U.S.	7	1	19
Other Foreign	16	1	22
Total	27	9	27

C. With All Customers

Ownership Type	With Customers Located in Quebec	With All Customers	Concentration of Sales In Quebec
French-Canadian	64	47	72
English-Canadian	25	6	24
Other Canadian	27	15	37
U.S.	28	8	23
Other Foreign	30	9	26
Total	37	12	30

with all customers everywhere.

Figures showing the percentage utilization of French are weighted according to the relative utilization of French with each customer and the percentage of total sales taken by that customer. They therefore show the "importance" of the use of French for firms in each ownership group.

For firms in every ownership group, the relative utilization of French diminishes with increasing importance of the customer. Thus, for all firms, the utilization of French in Quebec is 37 per cent for all customers, 27 per cent for the five largest customers, and only 25 per cent for the single largest customer. For French-Canadian firms, which show the highest utilization, the percentage figure drops from 64 to 54 to 49. For English-Canadian firms, the comparable series is 25-11-5, while for U.S.-owned firms, it is 28-7-5 and for Other Canadian firms, it is 27-25-12. Other Foreign firms also show a diminishing trend, but with a slight rise between the five largest and single largest customer (30-16-18).

For sales to all customers located in every region, the trend is also diminishing, but at a lower level. The series for all firms is 12-9-6, and for French-Canadian firms it is 47-41-41 (the latter reflecting the degree of concentration of sales in Quebec by French-Canadian firms, as indicated in the third column). For English-Canadian and U.S.-owned firms, the relative utilization of French with the single largest customer, irrespective of its location, is barely one per cent.

4.2 Procurement

Table 4.2 shows the relative utilization of French in formal correspondence with all suppliers. The format is similar to Table 4.1.2,

TABLE 4.2
(358 Small Firms)

RELATIVE UTILIZATION OF FRENCH IN FORMAL CORRESPONDENCE WITH SUPPLIERS

For Each Ownership Type

Ownership Type	Per Cent Utilization of French With Suppliers Located In Quebec	Per Cent Utilization of French With All Suppliers	Concentration of Purchases In Quebec ----Per Cent----
French-Canadian	63	46	67
English-Canadian	14	4	30
Other Canadian	17	10	52
U.S.	15	4	20
Other Foreign	20	7	34
Total	28	10	32

Part (C) (All Customers), and the percentage figure denoting utilization of French is calculated in the same way. That is, the figure is weighted according to the percentage of total purchases taken from each supplier, and the degree of utilization of French in correspondence with that supplier. Figures relating to correspondence with suppliers located in Quebec are shown separately from those which comprise all suppliers located everywhere. The percentage concentration of purchases in Quebec is shown in the far right-hand column, for reference.

Utilization of French with suppliers is less than it is with customers for firms in all ownership types, including French-Canadian, despite the fact that concentration of purchases in Quebec is greater than concentration of sales in Quebec, for all ownership types except French-Canadian and U.S.-owned firms. This would suggest a dominance of English-speaking firms among suppliers of industrial materials, in Quebec as well as in other regions.

French-Canadian firms, however, are apparently able to use French in correspondence with Quebec-based suppliers to a degree which is nearly proportionate to their concentration of purchases in Quebec (63 per cent vs 67 per cent).

For "English-speaking" firms, the relative utilization of French in correspondence with suppliers in Quebec is significantly less than the proportion of purchases made in the province. Comparisons are as follows (utilization of French is cited first, followed by the percentage concentration of purchases in Quebec): English-Canadian, 14 per cent vs 30 per cent; Other Canadian, 17 per cent vs 52 per cent; U.S.-owned, 15 per cent vs 20 per cent; Other Foreign, 20 per cent vs 34 per cent; Total

Sample, 28 per cent vs 32 per cent.

The similarity between conditions in purchasing and in marketing is quite striking. For all firms, the relative utilization of French in sales to all customers is 12 per cent, and in purchases from all suppliers, 10 per cent.

4.3 Use of Business Services

Practices regarding the language used in correspondence with nine selected business services are shown in Table 4.3. Here, the breakdown is by ownership type and location of head office, and the figures on the table relate to the number of sample firms which use English only, French only, or both languages in formal correspondence with each of the specified business services. Since not all firms use all services, the totals do not add up to 358.

As the figures in the Grand Total rows indicate, the use of English is dominant in correspondence with all business services in the case of all firms except those located in Quebec outside of Montreal. In that region, French is used a little more often than English, but the use of both languages is fairly prevalent. In Montreal, the number of firms using both languages is greater than the number using only French, but most firms use only English.

In nearly all cases, the firms which use only French, or both English and French, are French-Canadian-owned. All other firms use French alone in only one or two cases, for each business service, in Montreal and Other Quebec. English-Canadian and Other Canadian firms use both languages in a fair proportion of cases.

The relatively widespread use of English by French-Canadian firms

TABLE 4.3
(358 Small Firms)

LANGUAGE USED IN CORRESPONDENCE
WITH SELECTED BUSINESS SERVICES

E = English Only
F = French Only
B = Both English & French

Ownership-Location		Chartered Accountants E	Chartered Accountants F	Chartered Accountants B	Rail Transport E	Rail Transport F	Rail Transport B	Lawyers & Notaries E	Lawyers & Notaries F	Lawyers & Notaries B	Road Transport E	Road Transport F	Road Transport B	Banks E	Banks F	Banks B
		number of firms														
Fr. Cdn.	HO Mtl.	4	9	5	4	5	8	2	10	6	3	7	8	4	8	7
	HO Que.	8	27	6	12	16	12	3	28	10	6	22	13	7	30	4
	HO Tor.	1	0	0	1	0	0	1	0	0	1	0	0	1	0	0
	HO Ont.	0	1	0	0	0	1	0	1	0	0	0	1	0	1	0
	SUBTOTAL	13	37	11	17	21	21	6	39	16	10	29	22	12	39	11
Eng. Cdn.	HO Mtl.	26	0	2	19	0	5	24	0	2	17	0	6	24	0	3
	HO Que.	4	2	3	4	2	4	3	1	6	3	1	6	3	0	7
	HO Tor.	33	0	0	31	0	2	31	0	1	31	0	2	33	0	0
	HO Ont.	71	0	0	71	0	0	70	0	1	70	0	1	72	0	0
	SUBTOTAL	134	2	5	125	2	11	128	1	10	121	1	15	132	0	10
Oth. Cdn.	HO Mtl.	18	0	3	12	0	8	15	0	6	12	0	8	18	0	3
	HO Que.	4	0	0	2	0	1	2	0	1	1	2	1	3	0	0
	HO Tor.	7	0	0	6	0	0	6	0	0	5	0	0	7	0	0
	HO Ont.	4	0	0	4	0	0	4	0	0	4	0	0	4	0	0
	SUBTOTAL	33	0	3	24	0	9	27	0	7	22	2	9	32	0	3
U.S.	HO Mtl.	16	0	1	13	0	3	13	1	3	11	0	6	14	0	3
	HO Que.	3	0	1	0	0	4	1	0	3	0	0	4	1	0	3
	HO Tor.	31	0	1	32	0	1	32	0	1	30	0	3	32	0	1
	HO Ont.	44	0	0	43	0	1	43	0	1	42	0	2	44	0	0
	SUBTOTAL	94	0	3	88	0	9	89	1	8	83	0	15	91	0	7
Oth. For.	HO Mtl.	6	0	0	5	1	0	5	0	1	4	0	2	5	0	1
	HO Que.	1	2	0	2	0	1	1	2	0	1	0	2	2	0	1
	HO Tor.	5	0	0	4	0	1	4	0	1	4	0	1	5	0	0
	HO Ont.	3	0	0	3	0	0	3	0	0	3	0	0	3	0	0
	SUBTOTAL	15	2	0	14	1	2	13	2	2	12	0	5	15	0	2
Not Incl.	HO Mtl.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	HO Que.	1	0	0	1	0	0	1	0	0	1	0	0	1	0	0
	HO Tor.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	HO Ont.	1	0	0	1	0	0	1	0	0	1	0	0	1	0	0
	SUBTOTAL	2	0	0	2	0	0	2	0	0	2	0	0	2	0	0
Grnd. Totl.	HO Mtl.	70	9	11	53	6	24	59	11	18	47	7	30	65	8	17
	HO Que.	21	31	10	21	18	22	11	31	20	12	25	26	17	30	15
	HO Tor.	77	0	1	74	0	4	74	0	3	71	0	6	78	0	1
	HO Ont.	123	1	0	122	0	2	121	1	2	120	0	4	124	1	0
	TOTAL	291	41	22	270	24	52	265	43	43	250	32	66	284	39	33
TOTAL NUMBER OF FIRMS			354			347			351			348			356	

Ownership-Location		Customs Brokers E	Customs Brokers F	Customs Brokers B	Advertising Agencies E	Advertising Agencies F	Advertising Agencies B	Printers E	Printers F	Printers B	Brokers or Agents -Insurance- E	Brokers or Agents -Insurance- F	Brokers or Agents -Insurance- B	Other E	Other F	Other B
		number of firms														
Fr. Cdn.	HO Mtl.	5	6	8	4	3	6	2	7	6	2	11	5	0	3	2
	HO Que.	10	21	9	7	14	14	5	23	12	6	25	9	3	9	0
	HO Tor.	1	0	0	1	0	0	1	0	0	1	0	0	0	0	0
	HO Ont.	0	1	0	0	0	1	0	0	0	0	1	0	0	0	0
	SUBTOTAL	16	28	17	12	17	21	8	30	18	9	37	14	3	12	2
Eng. Cdn.	HO Mtl.	23	1	3	17	0	3	20	3	3	26	0	2	6	0	2
	HO Que.	6	0	4	5	1	2	3	3	4	8	0	2	1	0	0
	HO Tor.	33	0	0	28	0	1	29	0	2	31	0	0	9	0	0
	HO Ont.	69	0	1	56	0	5	64	0	7	71	0	1	23	0	1
	SUBTOTAL	131	1	8	106	1	11	116	6	16	136	0	5	39	0	3
Oth. Cdn.	HO Mtl.	15	1	4	13	0	5	12	1	7	17	1	3	2	0	1
	HO Que.	2	2	0	1	0	0	2	2	0	2	0	1	1	0	0
	HO Tor.	6	0	0	6	0	0	7	0	0	7	0	0	3	0	0
	HO Ont.	4	0	0	3	0	0	4	0	0	4	0	0	1	0	0
	SUBTOTAL	27	3	4	23	0	5	25	3	7	30	1	4	7	0	1
U.S.	HO Mtl.	14	0	3	13	0	3	13	1	2	15	0	2	3	0	0
	HO Que.	1	0	3	1	0	3	0	0	3	2	0	1	0	1	0
	HO Tor.	32	0	1	29	0	3	29	0	3	32	0	1	9	0	1
	HO Ont.	44	0	0	39	0	3	42	1	1	43	0	0	15	0	0
	SUBTOTAL	91	0	7	82	0	12	84	2	9	92	0	4	27	1	1
Oth. For.	HO Mtl.	5	0	1	6	0	0	5	0	1	6	0	0	2	0	0
	HO Que.	1	0	2	1	0	1	2	0	1	2	0	1	1	0	0
	HO Tor.	5	0	0	4	0	1	5	0	0	5	0	0	1	0	1
	HO Ont.	3	0	0	3	0	0	3	0	0	3	0	0	2	0	0
	SUBTOTAL	14	0	3	14	0	2	15	0	2	16	0	1	6	0	1
Not Incl.	HO Mtl.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	HO Que.	1	0	0	1	0	0	1	0	0	1	0	0	0	0	0
	HO Tor.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	HO Ont.	1	0	0	1	0	0	1	0	0	1	0	0	0	0	0
	SUBTOTAL	2	0	0	2	0	0	2	0	0	2	0	0	0	0	0
Grnd. Totl.	HO Mtl.	62	8	19	53	3	17	52	12	19	66	12	12	13	3	5
	HO Que.	21	23	18	16	15	20	13	28	20	21	25	14	6	10	0
	HO Tor.	77	0	1	68	0	5	71	0	5	76	0	1	22	0	2
	HO Ont.	121	1	1	102	0	9	114	1	8	122	1	1	41	0	1
	TOTAL	281	32	39	239	18	51	250	41	52	285	38	28	82	13	8
TOTAL NUMBER OF FIRMS			352			308			343			351			103	

located in Other Quebec is an interesting commentary on the ubiquity of English as a language of business. Since many business services are offered by small companies and partnerships, one would expect that most of the owners and employees of these business service organizations in Quebec outside of Montreal would be French-speaking, and that their language practices would not be biased in the direction of English to the same extent as those of employees of large corporations, which have operations in English-speaking regions as well as in Quebec. The two exceptions are Banks and Rail Transport, but the use of French in correspondence with them is as great as it is with any other business service organization.

4.4 Internal Communication

The language used by a firm in communication with buyers and sellers is, to an extent, determined by the language practices of others. The firm has much more flexibility with regard to the choice of language used in internal communication, although it must still operate under some constraints imposed by technology and the availability of employees for managerial, staff and wage-roll positions.

Charts 4.4.1, 4.4.2 and 4.4.3 show, for all firms, for firms based in Montreal and for firms based in Other Quebec, respectively, the language used in written and spoken internal communication of various levels in the organization. Only the relative utilization of French is plotted; in all other cases, English is used. Separate bars are charted for each ownership type.

In Chart 4.4.1, a summary of language utilization is shown for all positions in the lower right corner. Relative utilization of spoken French (dashed lines) is greater than written French (solid lines) in all owner-

CHART 4.4.1
(358 Small Firms)

RELATIVE UTILIZATION OF FRENCH IN INTERNAL COMMUNICATION

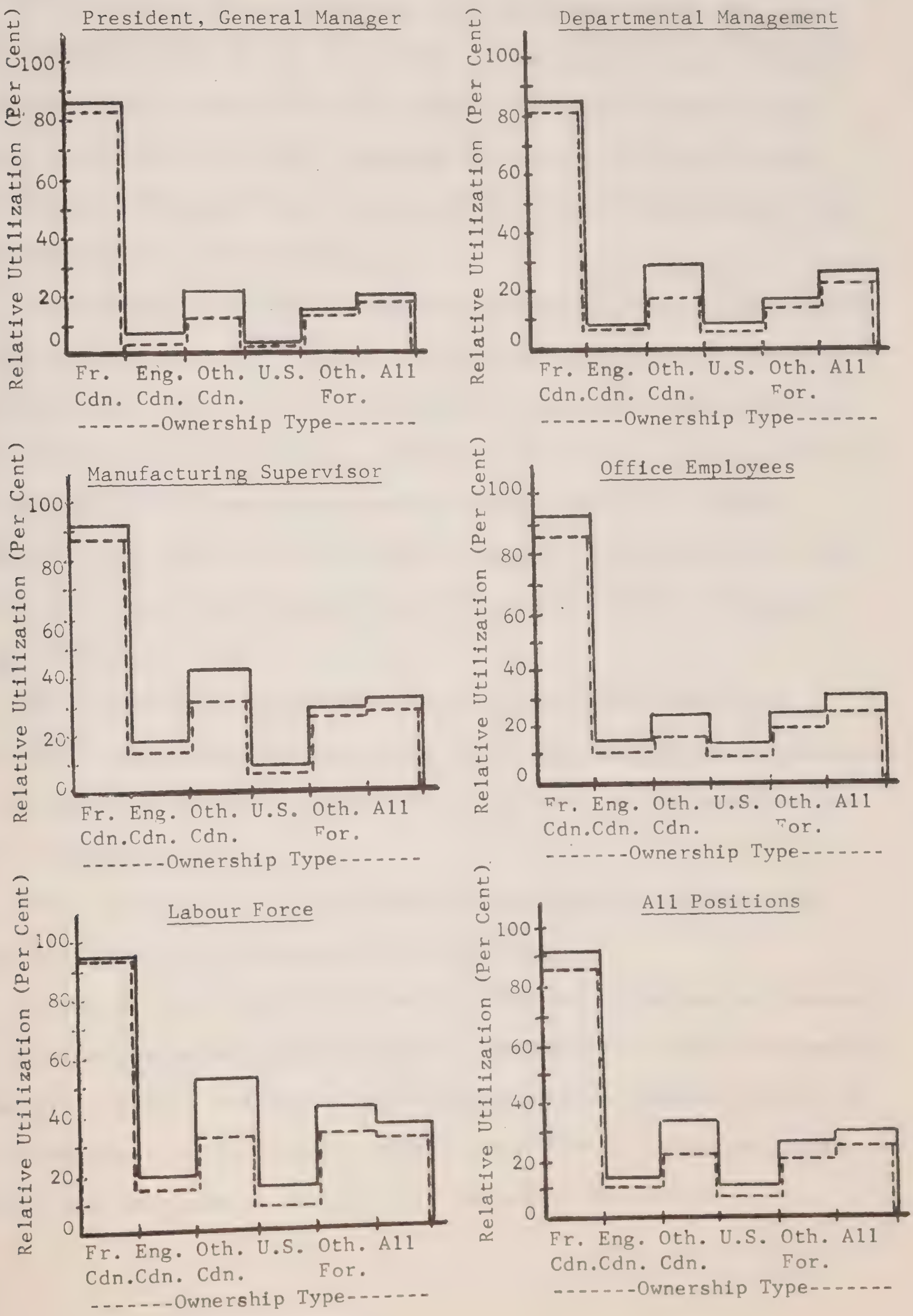
By Ownership Type

AT VARIOUS POSITIONS IN THE FIRM

LOCATION: All

Spoken ————

Written - - - - - -



ship types - a condition which is common to all levels in the organization.

French-Canadian firms use French to a far greater extent than any other ownership type (91 per cent spoken, 81 per cent written), followed by Other Canadian firms (33 per cent and 21 per cent) and Other Foreign (25 per cent and 20 per cent). Relative utilization of French is quite low in English-Canadian firms (13 per cent and 10 per cent) and U.S.-owned firms (10 per cent and 7 per cent).

In firms in all ownership types, relative utilization of French tends to decrease at successively higher levels in the organization. Thus, in French-Canadian-owned firms, utilization is 95 per cent spoken and 94 per cent written in the labour force, compared to 86 per cent spoken and 83 per cent written at the president or general manager level. In English-Canadian firms, comparable figures are 20 per cent and 15 per cent in the labour force, and 7 per cent and 3 per cent at the president or general manager level.

The divergence in utilization of written and spoken French also decreases at successively higher levels in the organization, being greatest at the wage-roll and office employee level and least at the president and general management level.

Chart 4.4.2 relates to conditions in firms based in Montreal, and Chart 4.4.3 applies to firms based in Other Quebec.

In general, the relative utilization of French is successively greater in the three charts, as might be expected. Conditions in "English-language" firms are especially noteworthy, particularly in Other Canadian firms. At the presidential level, however, utilization of French in Montreal-based firms is not much greater than it is in the sample as a whole.

CHART 4.4.2
(358 Small Firms)

RELATIVE UTILIZATION OF FRENCH IN INTERNAL COMMUNICATION

By Ownership Type

AT VARIOUS POSITIONS IN THE FIRM

LOCATION: Montreal

Spoken ————
Written - - - - - -

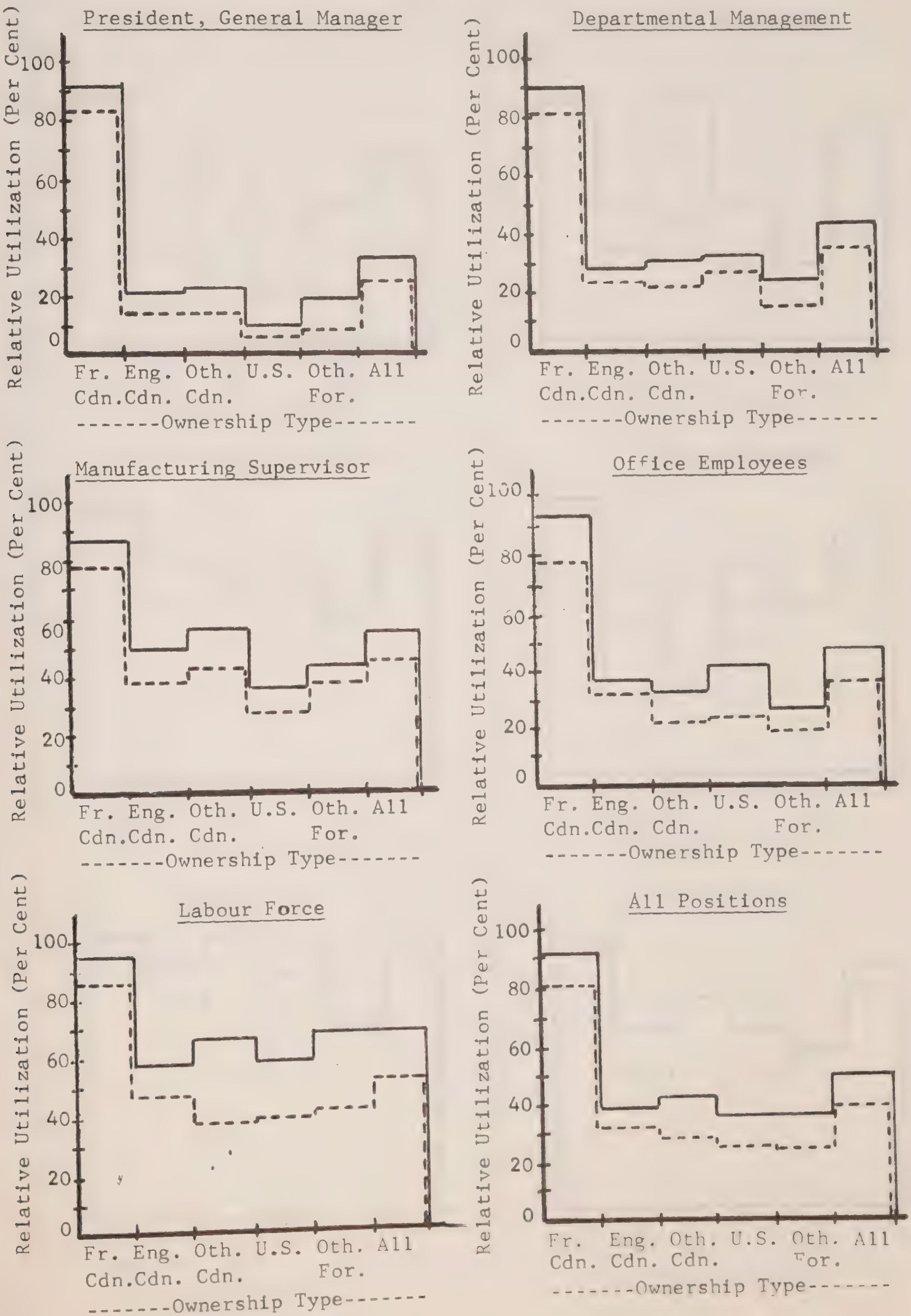


CHART 4.4.3
(358 Small Firms)

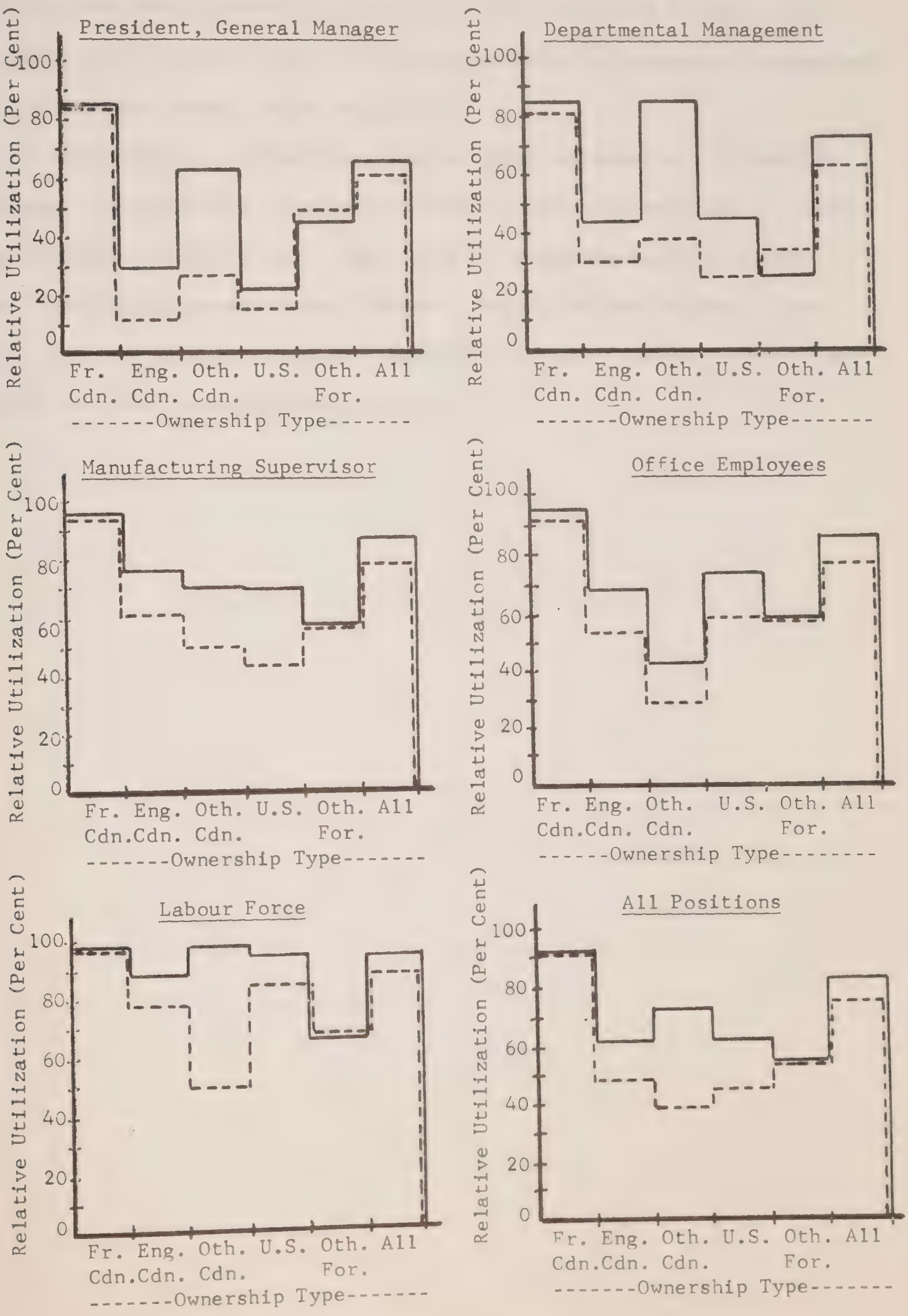
RELATIVE UTILIZATION OF FRENCH IN INTERNAL COMMUNICATION

By Ownership Type

AT VARIOUS POSITIONS IN THE FIRM

LOCATION: Other Quebec

Spoken ————
Written ------------



In Other Foreign-owned firms based in Quebec outside of Montreal, we note the only instances where the relative utilization of written French is greater than spoken French - at the presidential, departmental management and (to a lesser extent) wage-roll levels.

In Other Quebec, adaptability (in the sense of greater utilization of French) is greatest in the case of Other Canadian-owned (and, of course, French-Canadian-owned) firms - especially at senior management levels. In all "English-language" firms, however, French is used between 50 and 70 per cent of the time in spoken communication, and between 40 and 55 per cent of the time in written communication.

5.0 BILINGUALISM AND LANGUAGE ABILITY

5.0 BILINGUALISM AND LANGUAGE ABILITY

This section comprises two major parts: measures of bilingual ability, and an evaluation of the relative importance of the ability to speak French or English at various levels of the organization in sample firms. Measures used in both sections are based on estimates and opinions given to us by officers of sample firms. In considering these findings, the measures of actual utilization of French and English, given in the previous section, should be borne in mind.

5.1 Bilingual Ability of Salaried Employees

Charts 5.1.1, 5.1.2 and 5.1.3 show bilingual ability of salaried employees earning over \$ 8,000 per annum in sample firms, by ownership type and by size of firm (as measured by total employment). Separate figures are given for English-speaking and French-speaking employees. The salary ranges selected (\$ 8,000 to 12,000 p.a., plotted separately on Chart 5.1.2, and \$ 12,000 and over, plotted separately on Chart 5.1.3) are designed to focus attention on bilingual ability at middle- and senior-management levels.

In Chart 5.1.1, which relates to all salaried employees earning over \$ 8,000 per annum, the bar chart at the lower right corner shows average conditions in all sample firms. Bilingual ability among French-speaking employees is generally much more widespread than among English-speaking employees (overall averages are 80 per cent and 17 per cent, respectively, of all people in each language group). In both groups, but especially among French-speaking employees, the percentage of people who are bilingual tends to decrease with increasing size of firm. This effect is due mainly to conditions in "English-language" firms, since in French-

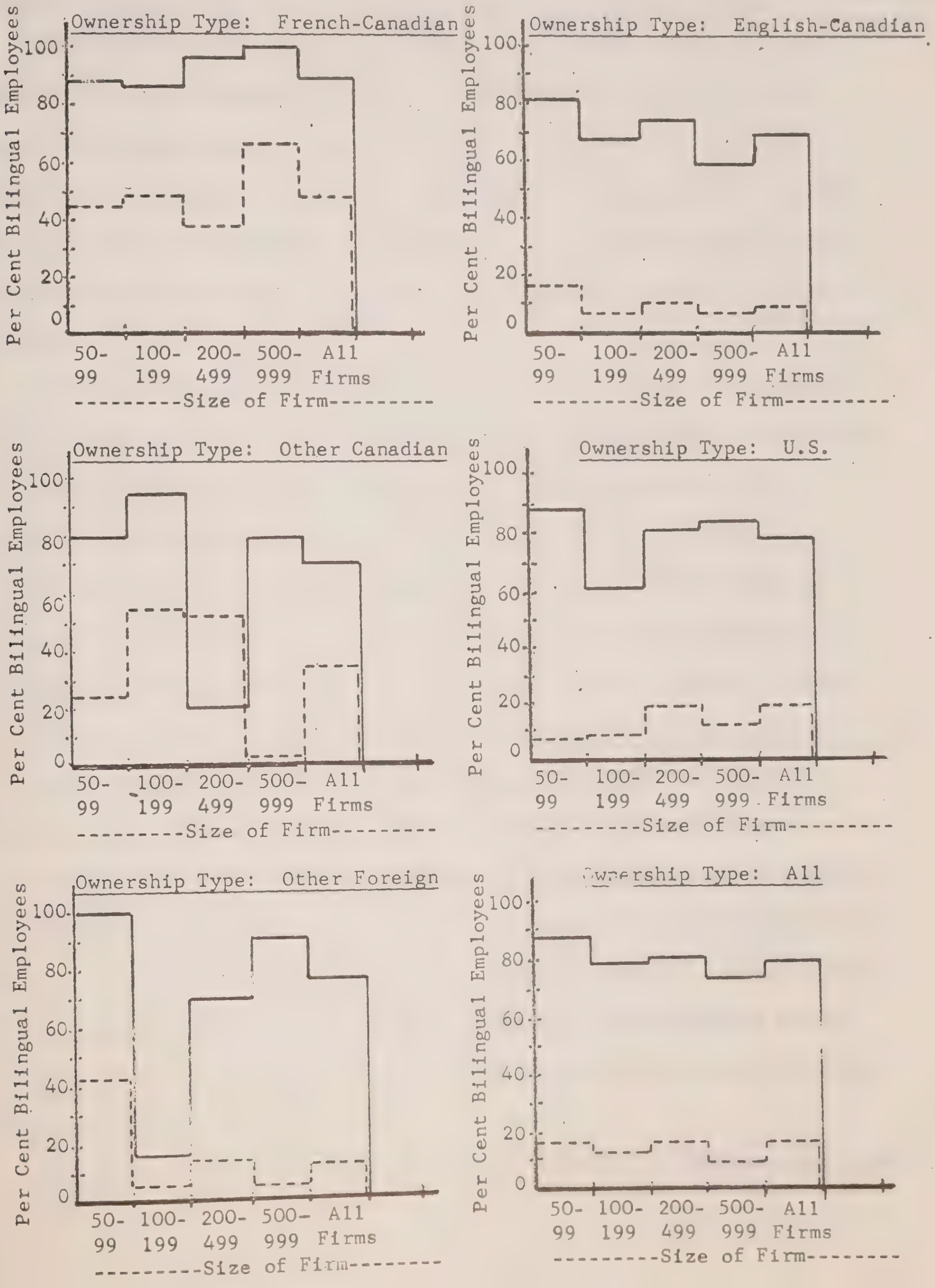
CHART 5.1.1
(358 Small Firms)

BILINGUAL ABILITY OF SALARIED EMPLOYEES VS SIZE OF FIRM (NUMBER OF EMPLOYEES)

For Each Ownership Type

French-speaking Employees ————————
English-speaking Employees ------------

Salary Range: $ 8,000 p.a. and over



Canadian firms, the percentage of both French- and English-speaking salaried employees who are bilingual tends to rise with increasing size.

In French-Canadian firms, the incidence of bilingualism among both English- and French-speaking people (especially the former) is greater than in any other ownership type, at 48 per cent and 89 per cent, respectively. Comparable figures for firms based in Montreal are 43 and 91 per cent, and in Other Quebec, 55 and 88 per cent, the difference between the two regions reflecting the greater use of French in Quebec outside of Montreal.

In English-Canadian firms, the percentage of bilingual employees in both language groups is lower than in any other ownership type (69 per cent of French-speaking people and 9 per cent of English-speaking people, on average) and bilingualism in both groups declines with increasing size.

In Other Canadian firms, bilingual ability among English-speaking employees is more widespread than it is among French-speaking employees, for firms employing between 200 and 499 people. This is the only instance in which the condition is found. Taking all size ranges, the proportion of English-speaking employees who are bilingual is greater in Other Canadian firms than in any other "English-language" ownership type.

The percentage of bilingual English-speaking salaried employees rises with increasing size from a very low level (7 per cent) in U.S.-owned firms, while it tends to drop from a relatively high level (42 per cent) in Other Foreign-owned firms. In both ownership types, bilingualism among French-speaking employees also tends to rise, after a significant drop between the 50-99 and the 100-199 size ranges.

Charts 5.1.2 and 5.1.3 offer similar information for salaried employees

CHART 5.1.2
(358 Small Firms)

BILINGUAL ABILITY OF SALARIED EMPLOYEES VS SIZE OF FIRM (NUMBER OF EMPLOYEES)

For Each Ownership Type

French-speaking Employees ————————
English-speaking Employees ------------

Salary Range: $8,000-$12,000 p.a.

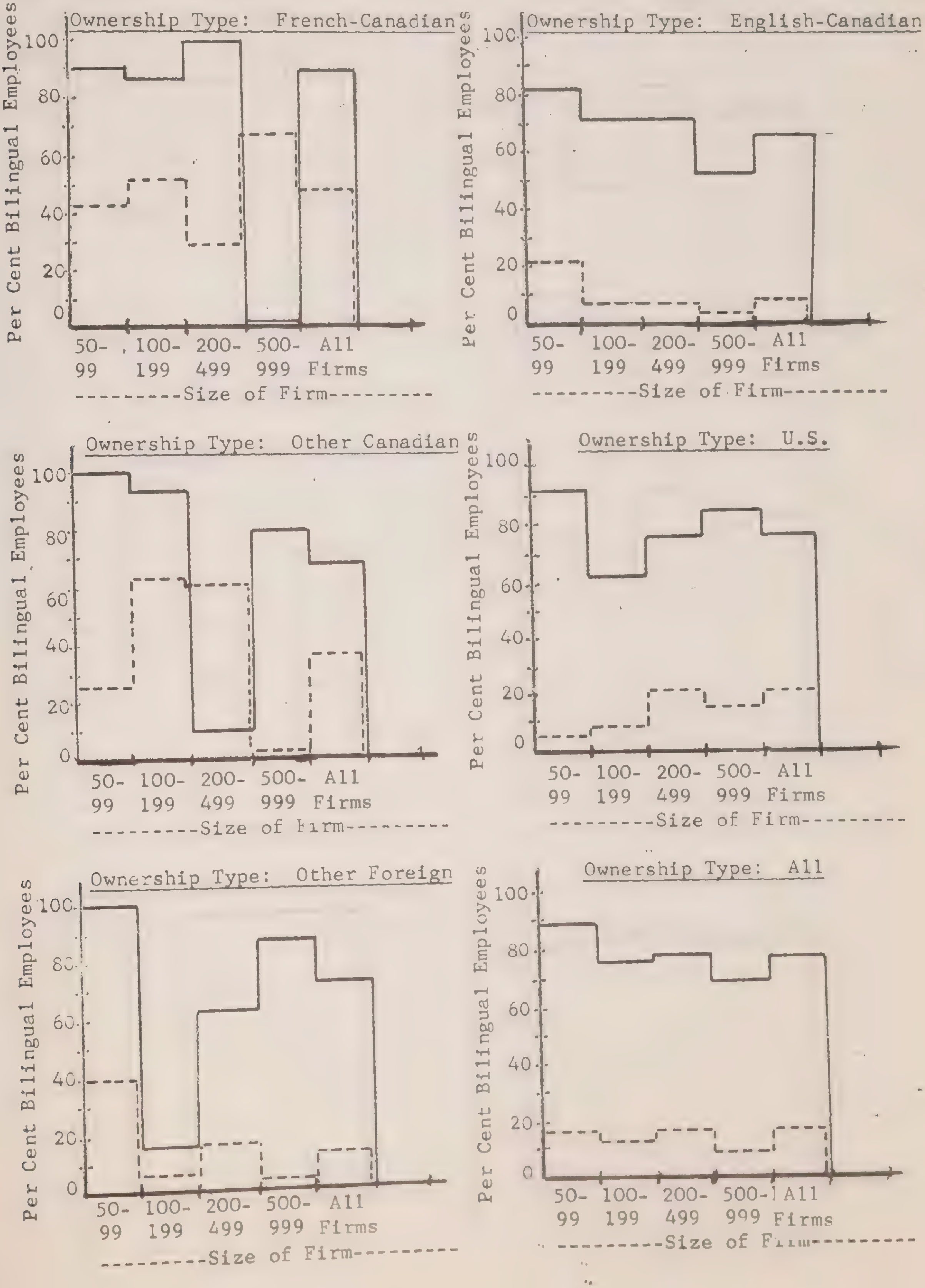
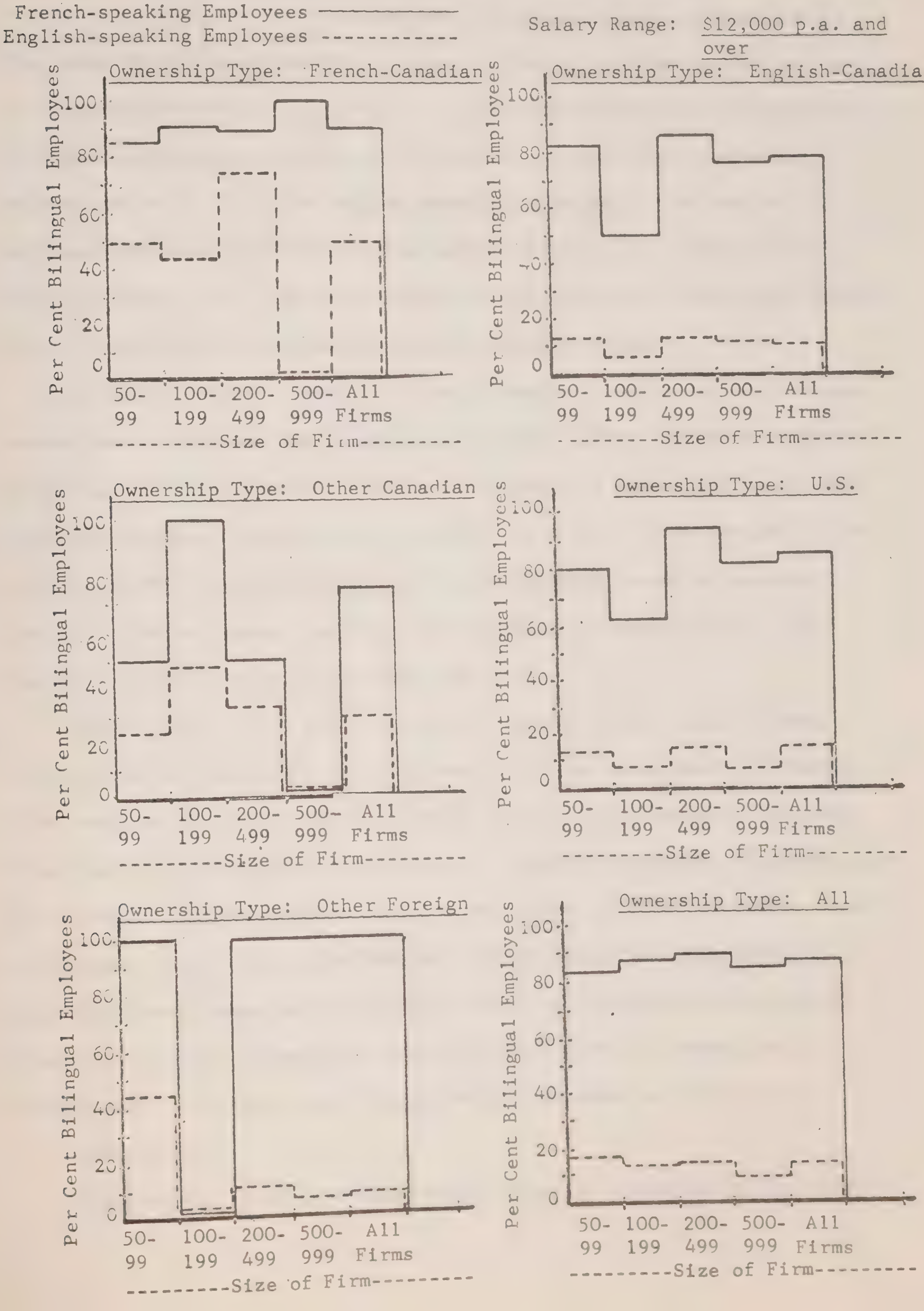


CHART 5.1.3
(358 Small Firms)

BILINGUAL ABILITY OF SALARIED EMPLOYEES VS SIZE OF FIRM (NUMBER OF EMPLOYEES)

For Each Ownership Type



in the \$ 8,000-12,000 and \$ 12,000 and over salary ranges, respectively. The trend of bilingual ability by size of firm is, in both cases, similar to that shown in Chart 5.1.1, but it is noteworthy that the percentage of French-speaking employees who are bilingual increases with increasing salary, while it falls for English-speaking employees. The drop in bilingualism among English-speaking employees is due to conditions in Other Canadian, U.S., and Other Foreign firms, since the percentage figures rise in both French-Canadian and English-Canadian firms.

(A slight anomaly occurs in French-Canadian firms in the 500-999 size range, due to the fact that firms in this group employ no French-speaking people at salaries between \$ 8,000 and \$ 12,000 per annum, and no English-speaking people at salaries over \$ 12,000 per annum. Other Canadian firms in the 500-999 size range employ no French-speaking people at salaries over \$ 12,000 per annum, and only eight English-speaking people - all based in Toronto and all unilingual English.)

Tables 5.1.1, 5.1.2 and 5.1.3 offer, in more detail, the information plotted on Charts 5.1.1, 5.1.2 and 5.1.3. In particular, the tables show separate figures for firms in each ownership type based in Montreal, Other Quebec, Toronto and Other Ontario. Generally speaking, the proportion of bilingual English-speaking salaried employees is higher in Quebec outside of Montreal than it is in the Montreal region, while the proportion of bilingual French-speaking employees is less. Bilingualism among English-speaking employees is nearly as high for firms based in Toronto as for firms based in Montreal, due largely to the influence of conditions in U.S.-owned firms.

Firms in the 1,000-1,500 employment range are not shown on the charts

TABLE 5.1.1

(358 Small Firms)

BILINGUAL ABILITY OF SALARIED EMPLOYEES VS SIZE OF FIRM
(As Measured By Number Of Employees)

Salary Range: $ 8,000 - Over - p.a.

E = Number of English-speaking Employees
F = Number of French-speaking Employees

Ownership-Location	50 - 99 E	50 - 99 Bil. %	50 - 99 F	50 - 99 Bil. %	100 - 199 E	100 - 199 Bil. %	100 - 199 F	100 - 199 Bil. %	200 - 499 E	200 - 499 Bil. %	200 - 499 F	200 - 499 Bil. %
Fr. Cdn. HO Mtl.	6	67	36	97	22	50	81	83	16	25	65	97
HO Que.	21	48	46	80	31	48	123	89	4	100	17	94
HO Tor.	4	0	0	0	0	0	0	0	0	0	0	0
HO Ont.	0	0	0	0	0	0	0	0	1	0	13	92
SUBTOTAL	31	45	82	88	53	49	204	87	21	38	95	96
Eng. Cdn. HO Mtl.	34	59	15	100	33	15	3	67	155	22	74	82
HO Que.	9	11	4	25	6	83	8	100	4	0	2	100
HO Tor.	84	7	1	100	79	1	3	100	76	0	6	33
HO Ont.	99	12	8	75	149	5	8	25	231	5	11	45
SUBTOTAL	226	17	28	82	267	7	22	68	466	10	93	75
Oth. Cdn. HO Mtl.	36	39	5	80	27	89	18	100	61	48	13	15
HO Que.	3	0	0	0	11	18	3	67	6	100	1	100
HO Tor.	18	11	0	0	3	0	0	0	0	0	0	0
HO Ont.	7	0	0	0	6	0	0	0	0	0	0	0
SUBTOTAL	64	25	5	80	47	55	21	95	67	52	14	21
U.S. HO Mtl.	4	75	4	75	90	2	30	67	181	10	82	79
HO Que.	1	100	0	0	2	100	2	100	12	75	1	100
HO Tor.	77	9	8	100	99	14	13	46	305	30	27	81
HO Ont.	71	0	4	75	162	7	22	59	161	3	22	86
SUBTOTAL	153	7	16	88	353	8	67	61	659	19	132	81
Oth. For. HO Mtl.	13	38	3	100	20	5	6	17	15	53	1	100
HO Que.	1	0	3	100	2	0	0	0	0	0	0	0
HO Tor.	5	0	0	0	0	0	0	0	31	16	3	100
HO Ont.	5	100	5	100	0	0	0	0	50	4	6	50
SUBTOTAL	24	42	11	100	22	5	6	17	96	16	10	70
Not Incl. HO Mtl.	0	0	0	0	0	0	0	0	0	0	0	0
HO Que.	0	0	0	0	0	0	0	0	15	0	1	100
HO Tor.	0	0	0	0	0	0	0	0	0	0	0	0
HO Ont.	6	0	1	100	0	0	0	0	0	0	0	0
SUBTOTAL	6	0	1	100	0	0	0	0	15	0	1	100
Grnd. Totl. HO Mtl.	93	49	63	95	192	22	138	78	428	22	235	82
HO Que.	35	34	53	77	52	46	136	90	41	46	22	95
HO Tor.	188	8	9	100	181	8	16	56	412	23	36	75
HO Ont.	188	9	18	83	317	6	30	50	443	4	52	75
TOTAL	504	18	143	87	742	13	320	79	1324	17	345	81

Ownership-Location	500 - 999 E	500 - 999 Bil. %	500 - 999 F	500 - 999 Bil. %	1000 - 1499 E	1000 - 1499 Bil. %	1000 - 1499 F	1000 - 1499 Bil. %	All Firms E	All Firms Bil. %	All Firms F	All Firms Bil. %	All Salaried Employees	% Bilingual
Fr. Cdn. HO Mtl.	0	0	0	0	0	0	0	0	44	43	182	91	226	81
HO Que.	15	67	9	100	0	0	0	0	71	55	195	88	266	79
HO Tor.	0	0	0	0	0	0	0	0	4	0	0	0	4	0
HO Ont.	0	0	0	0	0	0	0	0	1	0	13	92	14	86
SUBTOTAL	15	67	9	100	0	0	0	0	120	48	390	89	510	80
Eng. Cdn. HO Mtl.	42	24	26	31	0	0	0	0	264	26	118	73	382	41
HO Que.	32	34	37	68	0	0	0	0	51	33	51	71	102	52
HO Tor.	29	0	7	14	0	0	0	0	268	3	17	41	285	5
HO Ont.	287	2	16	100	24	4	2	50	790	5	45	67	835	8
SUBTOTAL	390	7	86	58	24	4	2	50	1373	9	231	69	1604	18
Oth. Cdn. HO Mtl.	0	0	0	0	0	0	0	0	124	54	36	67	160	57
HO Que.	0	0	0	0	0	0	0	0	20	40	4	75	24	46
HO Tor.	43	0	10	80	0	0	0	0	64	3	10	80	74	14
HO Ont.	0	0	0	0	0	0	0	0	13	0	0	0	13	0
SUBTOTAL	43	0	10	80	0	0	0	0	221	35	50	70	271	41
U.S. HO Mtl.	77	9	24	58	0	0	0	0	352	9	140	73	492	29
HO Que.	49	29	42	100	0	0	0	0	64	41	45	100	109	65
HO Tor.	36	3	1	100	102	97	5	100	619	34	54	78	673	38
HO Ont.	53	4	6	67	0	0	0	0	447	4	54	72	501	11
SUBTOTAL	215	11	73	84	102	97	5	100	1482	19	293	78	1775	29
Oth. For. HO Mtl.	21	5	4	75	0	0	0	0	69	22	14	57	83	28
HO Que.	0	0	0	0	0	0	0	0	3	0	3	100	6	50
HO Tor.	37	5	8	100	142	8	0	0	215	9	11	100	226	13
HO Ont.	0	0	0	0	0	0	0	0	55	13	11	73	66	23
SUBTOTAL	58	5	12	92	142	8	0	0	342	12	39	77	381	19
Not Incl. HO Mtl.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Que.	0	0	0	0	0	0	0	0	15	0	1	100	16	6
HO Tor.	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Ont.	0	0	0	0	0	0	0	0	6	0	1	100	7	14
SUBTOTAL	0	0	0	0	0	0	0	0	21	0	2	100	23	9
Grnd. Totl. HO Mtl.	140	13	54	46	0	0	0	0	853	23	490	79	1343	44
HO Que.	96	36	88	86	0	0	0	0	224	40	299	87	523	67
HO Tor.	145	2	26	69	244	45	5	100	1170	20	92	74	1262	24
HO Ont.	340	2	22	91	24	4	2	50	1312	5	124	73	1436	11
TOTAL	721	9	190	73	268	42	7	86	3559	17	1005	80	4564	31

TABLE 5.1.2

(358 Small Firms)

BILINGUAL ABILITY OF SALARIED EMPLOYEES VS SIZE OF FIRM
(As Measured By Number Of Employees)

Salary Range: $ 8,000 - $ 12,000 p.a.

E = Number of English-speaking Employees
F = Number of French-speaking Employees

Ownership-Location	50 - 99				100 - 199				200 - 499				500 - 999				1000 - 1499				All Firms				All Salaried Employees	% Bilingual
	E	Bil. %	F	Bil. %	E	Bil. %	F	Bil. %	E	Bil. %	F	Bil. %	E	Bil. %	F	Bil. %	E	Bil. %	F	Bil. %	E	Bil. %	F	Bil. %		
Fr. Cdn. HO Mtl.	6	67	22	95	18	50	59	78	16	25	47	100	0	0	0	0	0	0	0	0	40	43	128	89	168	78
HO Que.	15	40	27	85	17	53	69	90	1	100	8	100	15	67	0	0	0	0	0	0	48	54	104	89	152	78
HO Tor.	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0
HO Ont.	0	0	0	0	0	0	0	0	0	0	10	90	0	0	0	0	0	0	0	0	0	0	10	90	10	90
SUBTOTAL	23	43	49	90	35	51	128	84	17	29	65	98	15	67	0	0	0	0	0	0	90	48	242	89	332	78
Eng. Cdn. HO Mtl.	21	52	12	100	18	17	3	67	83	18	58	78	25	24	20	15	0	0	0	0	147	24	93	67	240	40
HO Que.	3	0	4	25	4	75	6	100	1	0	2	100	15	27	28	71	0	0	0	0	23	30	40	73	63	57
HO Tor.	50	8	1	100	49	2	3	100	34	0	2	50	20	0	6	0	0	0	0	0	153	3	12	42	165	6
HO Ont.	52	21	5	80	113	4	6	33	144	3	10	40	193	0	10	100	15	7	2	50	517	4	33	64	550	8
SUBTOTAL	126	21	22	82	184	7	18	72	262	7	72	72	253	4	64	52	15	7	2	50	840	8	178	66	1018	18
Oth. Cdn. HO Mtl.	15	47	3	100	15	87	12	100	41	59	10	10	0	0	0	0	0	0	0	0	71	62	25	64	96	63
HO Que.	0	0	0	0	2	50	2	50	4	100	0	0	0	0	0	0	0	0	0	0	6	83	2	50	8	75
HO Tor.	10	10	0	0	1	0	0	0	0	0	0	0	35	0	10	80	0	0	0	0	46	2	10	80	56	16
HO Ont.	5	0	0	0	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9	0	0	0	9	0
SUBTOTAL	30	27	3	100	22	64	14	93	45	62	10	10	35	0	10	80	0	0	0	0	132	38	37	68	169	44
U.S. HO Mtl.	2	100	2	100	65	2	27	67	103	14	60	73	57	11	21	57	0	0	0	0	227	10	110	69	337	29
HO Que.	0	0	0	0	1	100	2	100	10	80	1	100	42	29	37	100	0	0	0	0	53	40	40	100	93	66
HO Tor.	57	7	5	100	78	15	13	46	230	30	23	83	23	0	1	100	85	96	4	100	473	35	46	76	519	39
HO Ont.	54	0	4	75	97	6	17	59	109	3	14	79	35	6	3	67	0	0	0	0	295	4	38	68	333	11
SUBTOTAL	113	5	11	91	241	8	59	61	452	21	98	77	157	13	62	84	85	96	4	100	1048	21	234	76	1282	31
Oth. For. HO Mtl.	8	25	2	100	14	7	6	17	10	50	1	100	12	8	3	67	0	0	0	0	44	20	12	50	56	27
HO Que.	1	0	3	100	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	3	100	6	50
HO Tor.	2	0	0	0	0	0	0	0	23	22	2	100	17	0	5	100	99	11	0	0	141	11	7	100	148	16
HO Ont.	4	100	4	100	0	0	0	0	36	6	5	70	0	0	0	0	0	0	0	0	40	15	9	67	49	24
SUBTOTAL	15	40	9	100	16	6	6	17	69	17	8	63	29	3	8	88	99	11	0	0	228	14	31	71	259	20
Not Incl. HO Mtl.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Que.	0	0	0	0	0	0	0	0	13	0	1	100	0	0	0	0	0	0	0	0	13	0	1	100	14	7
HO Tor.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Ont.	4	0	1	100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	1	100	5	20
SUBTOTAL	4	0	1	100	0	0	0	0	13	0	1	100	0	0	0	0	0	0	0	0	17	0	2	100	19	11
Grnd. Totl. HO Mtl.	52	50	41	98	130	21	107	74	253	25	176	78	94	14	44	39	0	0	0	0	529	24	368	74	897	45
HO Que.	19	32	34	79	26	54	79	90	29	45	12	100	72	36	65	88	0	0	0	0	146	40	190	88	336	67
HO Tor.	121	7	6	100	128	10	16	56	287	25	27	81	95	0	22	64	184	51	4	100	815	23	75	73	890	27
HO Ont.	119	13	14	86	214	5	23	52	289	3	39	67	228	1	13	92	15	7	2	50	865	4	91	69	956	11
TOTAL	311	18	95	89	498	13	225	76	858	18	254	7	489	8	144	69	199	47	6	83	2355	18	724	77	3079	32

TABLE 5.1.3

(358 Small Firms)

BILINGUAL ABILITY OF SALARIED EMPLOYEES VS SIZE OF FIRM
(As Measured By Number Of Employees)

Salary Range: $ 12,000 - Over - p.a.

E = Number of English-speaking Employees
F = Number of French-speaking Employees

Ownership-Location	50 - 99				100 - 199				200 - 499				500 - 999				1000 - 1499				All Firms				All Salaried Employees	% Bilingual
	E	Bil. %	F	Bil. %	E	Bil. %	F	Bil. %	E	Bil. %	F	Bil. %	E	Bil. %	F	Bil. %	E	Bil. %	F	Bil. %	E	Bil. %	F	Bil. %		
Fr. Cdn. HO Mtl.	0	0	14	100	4	50	22	95	0	0	18	89	0	0	0	0	0	0	0	0	4	50	54	94	58	91
HO Que.	6	67	19	74	14	43	54	89	3	100	9	89	0	0	9	100	0	0	0	0	23	57	91	87	114	81
HO Tor.	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0
HO Ont.	0	0	0	0	0	0	0	0	1	0	3	100	0	0	0	0	0	0	0	0	1	0	3	100	4	75
SUBTOTAL	8	50	33	85	18	44	76	91	4	75	30	90	0	0	9	100	0	0	0	0	30	50	148	90	178	83
Eng. Cdn. HO Mtl.	13	69	3	100	15	13	0	0	72	26	16	100	17	24	6	83	0	0	0	0	117	29	25	96	142	41
HO Que.	6	17	0	0	2	100	2	100	3	0	0	0	17	41	9	56	0	0	0	0	28	36	11	64	39	44
HO Tor.	34	6	0	0	30	0	0	0	42	0	4	25	9	0	1	100	0	0	0	0	115	2	5	40	120	3
HO Ont.	47	2	3	67	36	6	2	0	87	8	1	100	94	5	6	100	9	0	0	0	273	5	12	75	286	8
SUBTOTAL	100	13	6	83	83	7	4	50	204	13	21	86	137	12	22	77	9	0	0	0	533	11	53	79	586	18
Oth. Cdn. HO Mtl.	21	33	2	50	12	92	6	100	20	25	3	33	0	0	0	0	0	0	0	0	53	43	11	73	64	48
HO Que.	3	0	0	0	9	11	1	100	2	100	1	100	0	0	0	0	0	0	0	0	14	21	2	100	16	31
HO Tor.	8	13	0	0	2	0	0	0	0	0	0	0	8	0	0	0	0	0	0	0	18	6	0	0	18	6
HO Ont.	2	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	4	0
SUBTOTAL	34	24	2	50	25	48	7	100	22	32	4	50	8	0	0	0	0	0	0	0	89	30	13	77	102	36
U.S. HO Mtl.	2	50	2	50	25	4	3	67	78	5	22	95	20	5	3	67	0	0	0	0	125	6	30	87	155	21
HO Que.	1	100	0	0	1	100	0	0	2	50	0	0	7	29	5	100	0	0	0	0	11	45	5	100	16	63
HO Tor.	20	15	3	100	21	10	0	0	75	29	4	75	13	8	0	0	17	100	1	100	146	31	8	88	154	34
HO Ont.	17	0	0	0	65	8	5	60	52	4	8	100	18	0	3	67	0	0	0	0	152	5	16	81	168	12
SUBTOTAL	40	13	5	80	112	8	8	63	207	14	34	94	58	7	11	82	17	100	1	100	434	15	59	86	493	23
Oth. For. HO Mtl.	5	60	1	100	6	0	0	0	5	60	0	0	9	0	1	100	0	0	0	0	25	24	2	100	27	30
HO Que.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Tor.	3	0	0	0	0	0	0	0	8	0	1	100	20	10	3	100	43	2	0	0	74	4	4	100	78	9
HO Ont.	1	100	1	100	0	0	0	0	14	0	1	100	0	0	0	0	0	0	0	0	15	7	2	100	17	18
SUBTOTAL	9	44	2	100	6	0	0	0	27	11	2	100	29	7	4	100	43	2	0	0	114	9	8	100	122	15
Not Incl. HO Mtl.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Que.	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0
HO Tor.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HO Ont.	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	2	0
SUBTOTAL	2	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	4	0	0	0	4	0
Grnd. Totl. HO Mtl.	41	49	22	91	62	26	31	94	175	18	59	92	46	11	10	80	0	0	0	0	324	22	122	91	446	41
HO Que.	16	38	19	74	26	38	57	89	12	50	10	90	24	38	23	83	0	0	0	0	78	40	109	85	187	66
HO Tor.	67	9	3	100	53	4	0	0	125	18	9	56	50	6	4	100	60	30	1	100	355	14	17	76	372	17
HO Ont.	69	3	4	75	103	7	7	43	154	6	13	100	112	4	9	89	9	0	0	0	447	5	33	82	480	10
TOTAL	193	18	48	83	244	14	95	87	466	15	91	89	232	9	46	85	69	26	1	100	1204	15	281	87	1485	28

since, as the tables indicate, the number of cases is very small.

5.2 Importance of Ability to Speak French and English

Respondents in sample firms were asked to designate, for various levels in the organization, whether the ability to speak French and (separately) English, is A Necessity, A Significant Advantage, A Minor Advantage, or Of No Importance. Weights were assigned to the responses in the order 4, 3, 1 and 0, respectively, to obtain a summary index of the importance of each language. The results are shown in the table and charts in this section.

Table 5.2.1 shows index values for various positions in firms in each ownership type and in each location, with a further breakdown giving values for firms based in Montreal and Other Quebec. The table may be perused for differences in detail, but the following charts offer excerpts in somewhat more comprehensible form.

Chart 5.2.1, which relates to the total sample, shows that the ability to speak English is thought to be of more importance, generally, than the ability to speak French in all positions in the organization, from president to unskilled worker. The importance of the ability to speak French is greatest for salesmen located in Quebec, for sales managers, and (to a lesser extent) for personnel managers.

Chart 5.2.2 shows the situation with respect to firms based in Montreal. Here, the importance of the ability to speak English is still greater than the ability to speak French, except for salesmen based in Quebec. Overall, more stress is laid on the ability to speak French than in the sample as a whole.

Chart 5.2.3 shows that, for firms located in Quebec outside of

TABLE 5.2.1
(358 Small Firms)

IMPORTANCE OF ABILITY TO SPEAK FRENCH AND ENGLISH
IN HOLDING VARIOUS POSITIONS IN THE FIRM

For Each Ownership Type

(Montreal, Other Quebec, and All Regions)

INDEX:
4 = A Necessity (4.00)
3 = A Significant Advantage (3.00)
1 = A Minor Advantage (1.00)
0 = Not Important (0.00)

Position	Ownership Type	FRENCH			ENGLISH		
		Montreal	Other Quebec	All	Montreal	Other Quebec	All
		----------Location----------			----------Location----------		
President	French-Canadian	4.00	3.98	3.94	3.74	3.32	3.46
	English-Canadian	2.07	2.60	1.17	3.89	4.00	3.98
	Other Canadian	2.81	2.50	2.03	4.00	4.00	4.00
	U.S.	1.75	2.50	1.29	4.00	4.00	3.99
	Other Foreign	2.67	2.00	1.71	4.00	3.67	3.94
	Total	2.63	3.39	1.79	3.80	3.53	3.89
Secretary	French-Canadian	3.83	3.88	3.80	3.50	2.78	3.03
	English-Canadian	1.89	2.80	0.83	3.93	4.00	3.98
	Other Canadian	2.43	2.67	1.52	3.91	4.00	3.96
	U.S.	1.25	2.33	0.63	4.00	4.00	4.00
	Other Foreign	2.00	2.67	1.63	4.00	3.00	3.81
	Total	2.29	3.41	1.62	3.85	3.13	3.80
Treasurer	French-Canadian	4.00	3.84	3.82	3.67	2.86	3.16
	English-Canadian	1.71	2.80	0.85	3.96	4.00	3.99
	Other Canadian	2.80	2.50	1.86	3.93	4.00	3.97
	U.S.	1.13	1.67	0.57	4.00	4.00	4.00
	Other Foreign	2.00	2.67	1.87	4.00	3.00	3.80
	Total	2.35	3.33	1.45	3.90	3.22	3.83
Sales Manager	French-Canadian	4.00	3.80	3.85	3.67	3.48	3.55
	English-Canadian	2.96	3.24	1.86	4.00	4.00	4.00
	Other Canadian	3.38	4.00	2.71	4.00	4.00	4.00
	U.S.	2.75	2.75	2.18	4.00	4.00	4.00
	Other Foreign	3.33	4.00	2.81	3.83	4.00	3.94
	Total	3.27	3.63	2.43	3.92	3.63	3.92

IMPORTANCE OF ABILITY TO SPEAK FRENCH AND ENGLISH
IN HOLDING VARIOUS POSITIONS IN THE FIRM

-Continued-

Position	Ownership Type	FRENCH			ENGLISH		
		Montreal	Other Quebec	All	Montreal	Other Quebec	All
		Location			Location		
Production Manager	French-Canadian	3.79	3.90	3.80	2.74	2.03	2.32
	English-Canadian	2.92	3.33	1.08	3.88	3.67	3.95
	Other Canadian	3.65	4.00	2.76	3.95	4.00	3.98
	U.S.	2.33	4.00	0.80	3.80	4.00	3.97
	Other Foreign	2.67	2.67	1.53	4.00	4.00	4.00
	Total	3.16	3.72	1.67	3.64	2.67	3.67
Personnel Manager	French-Canadian	3.81	3.89	3.81	2.50	1.35	1.50
	English-Canadian	3.09	4.00	1.33	4.00	2.50	3.97
	Other Canadian	3.40	3.67	2.83	4.00	4.00	4.00
	U.S.	3.21	4.00	1.17	4.00	4.00	4.00
	Other Foreign	3.20	2.67	2.14	4.00	3.00	3.79
	Total	3.53	3.81	1.97	3.67	2.04	3.53
Purchasing Manager	French-Canadian	3.94	3.81	3.84	3.83	3.49	3.61
	English-Canadian	2.55	3.00	1.03	3.89	4.00	3.99
	Other Canadian	2.71	4.00	1.90	3.88	4.00	3.93
	U.S.	2.13	4.00	0.71	4.00	4.00	3.97
	Other Foreign	2.00	2.33	1.19	4.00	4.00	4.00
	Total	2.65	3.57	1.51	3.90	3.66	3.90
Salesman (Quebec)	French-Canadian	4.00	3.95	3.95	3.29	3.24	3.26
	English-Canadian	3.19	3.80	3.18	3.90	4.00	3.91
	Other Canadian	3.90	4.00	3.73	3.62	4.00	3.76
	U.S.	3.65	3.25	3.40	3.94	4.00	3.91
	Other Foreign	3.80	3.67	3.75	4.00	3.67	3.69
	Total	3.68	3.82	3.48	3.72	3.45	3.76
Salesman (Other)	French-Canadian	3.45	2.53	2.73	3.55	3.72	3.57
	English-Canadian	0.95	1.86	0.58	3.81	4.00	3.97
	Other Canadian	0.84	0.33	0.55	3.95	4.00	3.97
	U.S.	0.87	1.67	0.62	4.00	4.00	3.97
	Other Foreign	0.60	0.33	0.50	4.00	4.00	4.00
	Total	1.27	2.09	0.92	3.86	3.81	3.92

IMPORTANCE OF ABILITY TO SPEAK FRENCH AND ENGLISH IN HOLDING VARIOUS POSITIONS IN THE FIRM

-Continued-

Position	Ownership Type	FRENCH			ENGLISH		
		Montreal	Other Quebec	All	Montreal	Other Quebec	All
		Location			Location		
Foreman	French-Canadian	3.78	3.80	3.74	1.50	0.78	1.08
	English-Canadian	3.11	3.50	1.19	3.85	3.10	3.88
	Other Canadian	3.52	4.00	2.76	3.76	2.33	3.70
	U.S.	2.82	4.00	0.89	3.65	3.25	3.90
	Other Foreign	3.17	3.00	1.76	4.00	2.67	3.76
	Total	3.29	3.74	1.74	3.33	1.49	3.37
Skilled Worker	French-Canadian	3.63	3.81	3.75	1.84	0.78	1.25
	English-Canadian	2.04	3.10	0.81	3.29	2.30	3.73
	Other Canadian	2.06	3.67	1.35	2.83	4.00	3.16
	U.S.	2.19	4.00	0.68	3.69	2.00	3.85
	Other Foreign	2.17	2.67	1.24	3.67	3.33	3.53
	Total	2.43	3.59	1.36	2.98	1.48	3.26
Office Worker	French-Canadian	3.84	3.88	3.80	3.16	2.88	2.98
	English-Canadian	2.19	3.00	1.04	3.67	3.80	3.89
	Other Canadian	2.62	4.00	2.03	3.62	2.67	3.74
	U.S.	2.25	3.75	0.91	3.63	3.50	3.91
	Other Foreign	2.00	3.33	1.76	3.83	2.67	3.71
	Total	2.64	3.65	1.62	3.55	3.11	3.71
Unskilled Worker	French-Canadian	2.94	3.78	3.47	0.67	0.28	0.50
	English-Canadian	1.46	2.90	0.64	2.54	1.20	3.36
	Other Canadian	1.42	0.00	0.94	1.84	0.00	2.12
	U.S.	1.76	3.00	0.51	3.00	1.00	3.58
	Other Foreign	1.17	1.50	0.88	1.83	0.50	2.44
	Total	1.80	3.27	1.14	2.05	0.52	2.77

CHART 5.2.1
(358 Small Firms)

IMPORTANCE OF ABILITY TO SPEAK FRENCH ------------
AND ENGLISH ————————

IN HOLDING VARIOUS POSITIONS IN THE FIRM

INDEX:

4.0 A necessity
3.0 Significant
1.0 Minor
0.0 Unimportant

Ownership Type: All

Location of Head Office: All

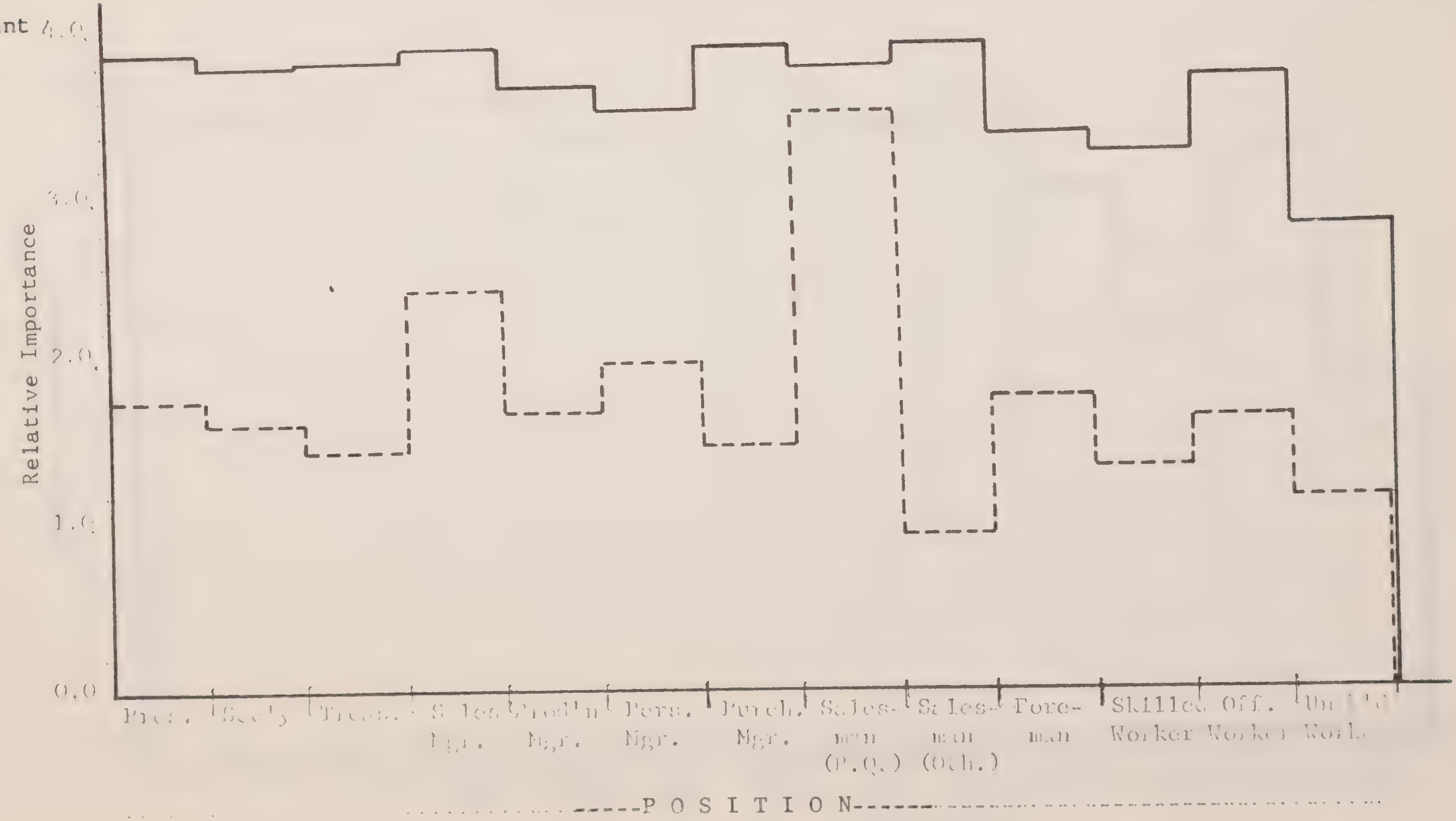


CHART 5.2.2
(358 Small Firms)

IMPORTANCE OF ABILITY TO SPEAK FRENCH ------------
AND ENGLISH ————————

IN HOLDING VARIOUS POSITIONS IN THE FIRM

Ownership Type: All
Location of Head Office: Montreal

INDEX:
4.0 A necessity
3.0 Significant
1.0 Minor
0.0 Unimportant

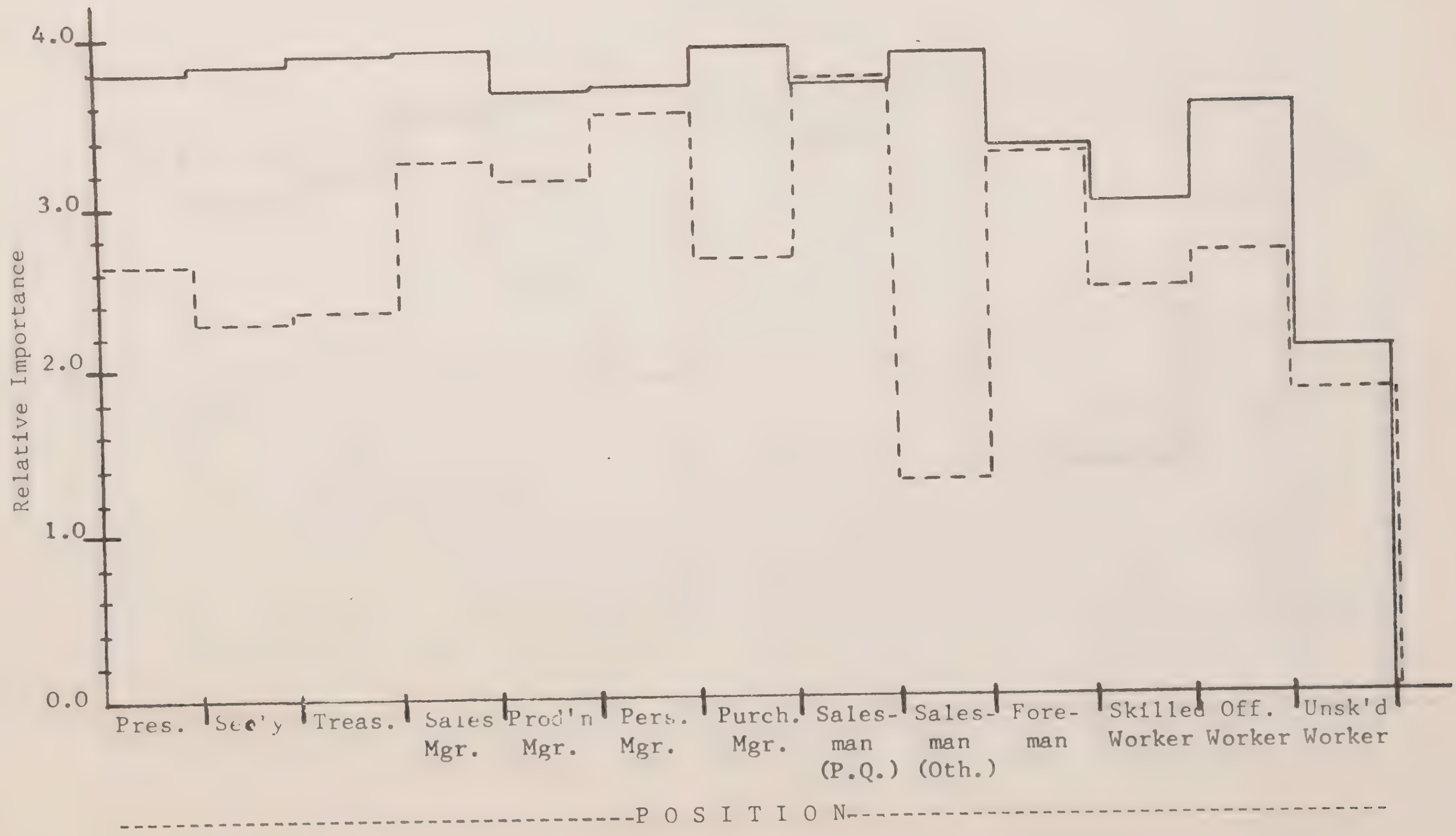


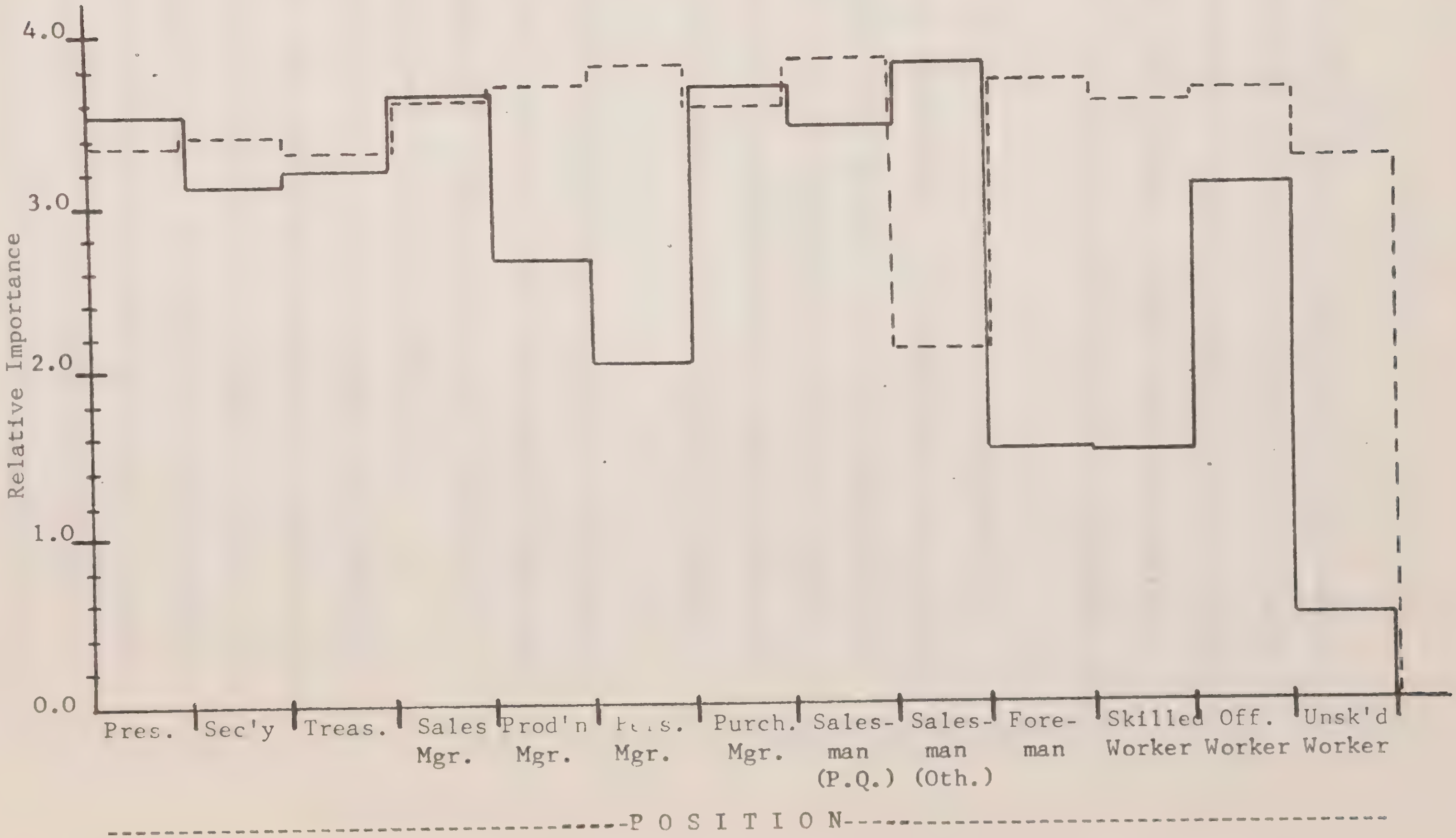
CHART 5.2.3
(358 Small Firms)

IMPORTANCE OF ABILITY TO SPEAK FRENCH ------------
AND ENGLISH ————————

IN HOLDING VARIOUS POSITIONS IN THE FIRM

Ownership Type: All
Location of Head Office: Other Quebec

INDEX:
4.0 A necessity
3.0 Significant
1.0 Minor
0.0 Unimportant



Montreal, the importance of the ability to speak French is much greater, exceeding the importance of the ability to speak English in all positions except salesmen located outside of Quebec, purchasing managers and (very slightly) sales managers. For foremen, skilled workers and unskilled workers, the importance of the ability to speak English is considered to be relatively low.

Charts 5.2.4 and 5.2.5 depict the situation in firms based in Toronto and Other Ontario, respectively. For these firms, the ability to speak French is considered to be important (but not as important as the ability to speak English) only for salesmen located in Quebec and for sales managers. The ability to speak English at all levels in Ontario is considered to be of greater importance than the ability to speak French in Quebec.

Charts 5.2.6 to 5.2.18 show index values for each of the thirteen specified positions in the organization (one on each chart) broken down by ownership type. Separate bar charts are drawn for firms based in Montreal, in Other Quebec, and all locations combined.

At the presidential level, firms in all ownership types (including French-Canadian) consider the importance of the ability to speak English to be very great. The ability to speak French is thought to be more important only in French-Canadian-owned firms. Among most firms, the importance of French is greater in Montreal than in the sample as a whole, and greater still in Quebec outside of Montreal. In all charts, index values for "All Firms" in Other Quebec are heavily weighted by the relatively large proportion of French-Canadian firms in that part of the sample.

For most positions, English-Canadian, Other Canadian, and Other

CHART 5.2.4
(358 Small Firms)

IMPORTANCE OF ABILITY TO SPEAK FRENCH ------------
AND ENGLISH ————————

IN HOLDING VARIOUS POSITIONS IN THE FIRM

Ownership Type: All
Location of Head Office: Toronto

INDEX:

4.0 A necessity
3.0 Significant
1.0 Minor
0.0 Unimportant

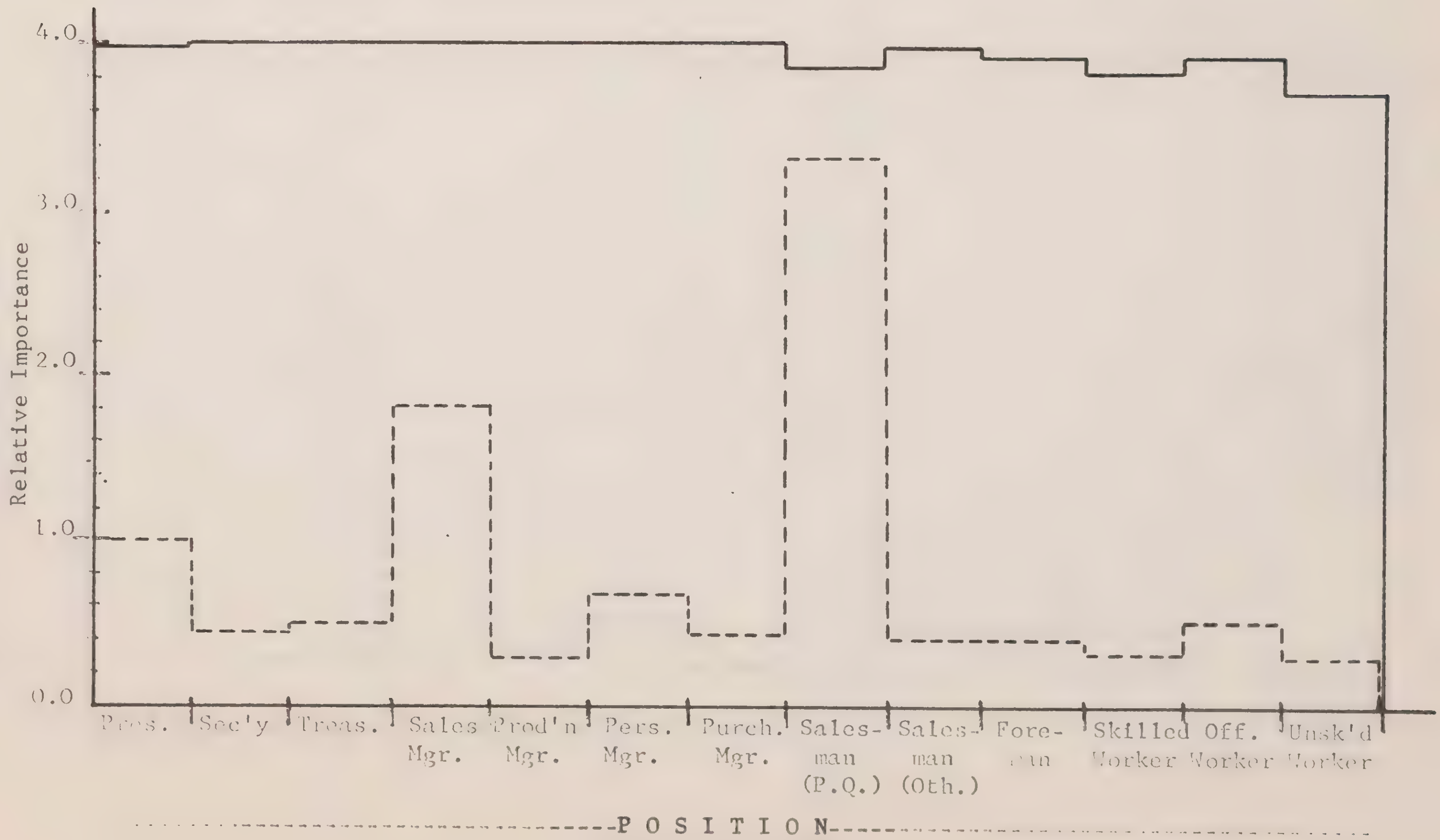


CHART 5.2.5

(358 Small Firms)

IMPORTANCE OF ABILITY TO SPEAK FRENCH ------------
AND ENGLISH ————————

IN HOLDING VARIOUS POSITIONS IN THE FIRM

Ownership Type: All
Location of Head Office: Other Ontario

INDEX:
4.0 A necessity
3.0 Significant
1.0 Minor
0.0 Unimportant

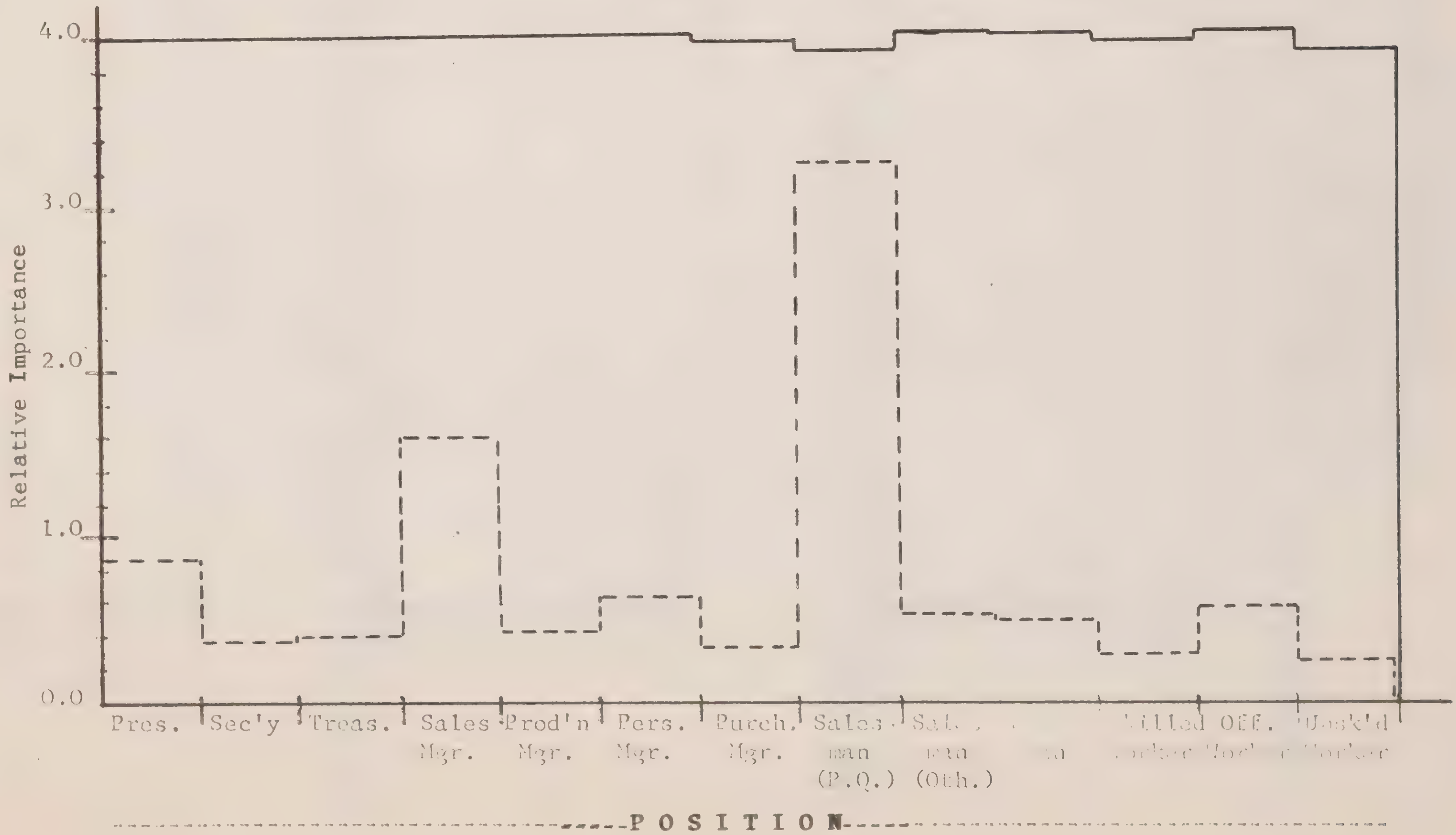


CHART 5.2.6
(358 Small Firms)

IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ————————

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: President

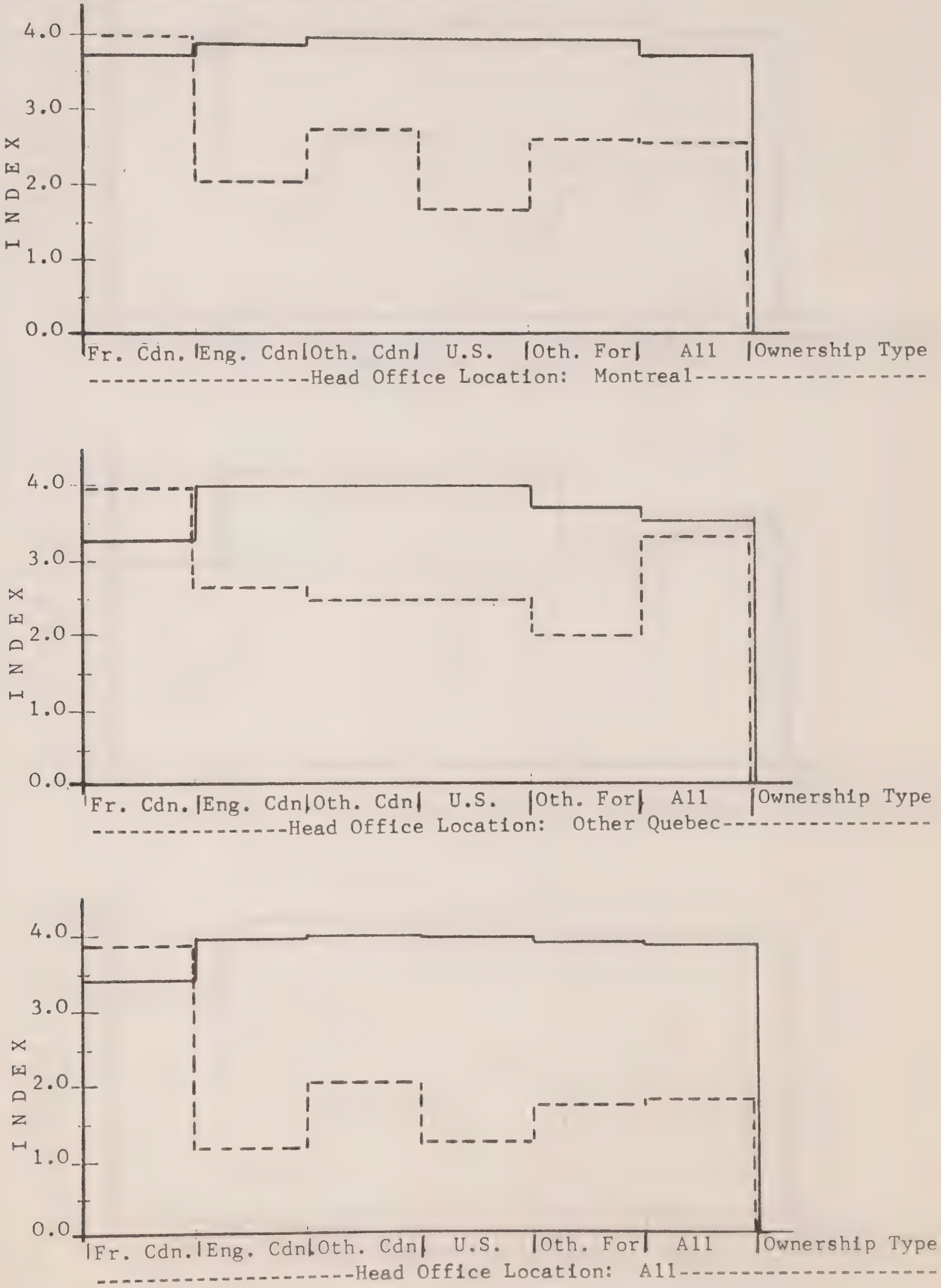


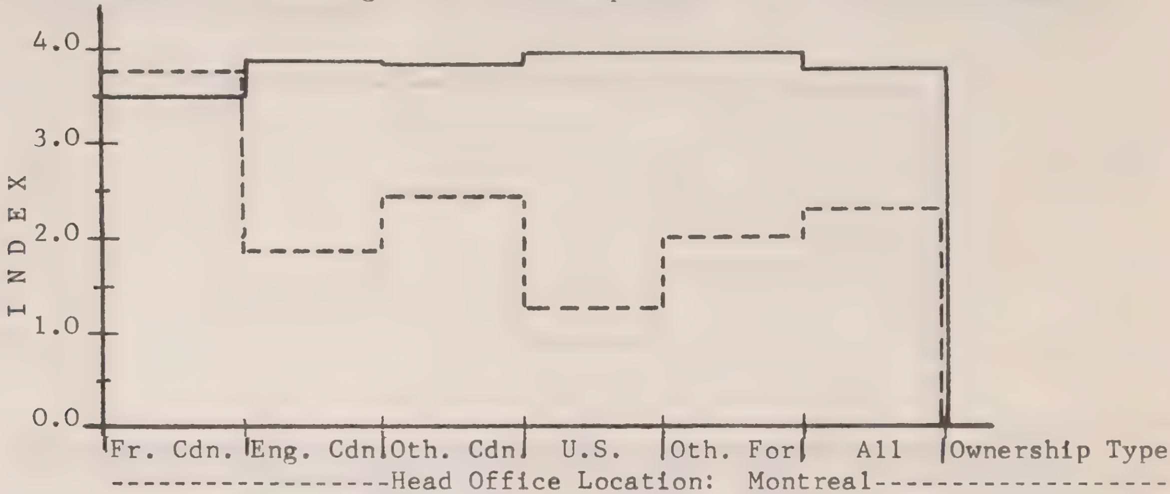
CHART 5.2.7
(358 Small Firms)

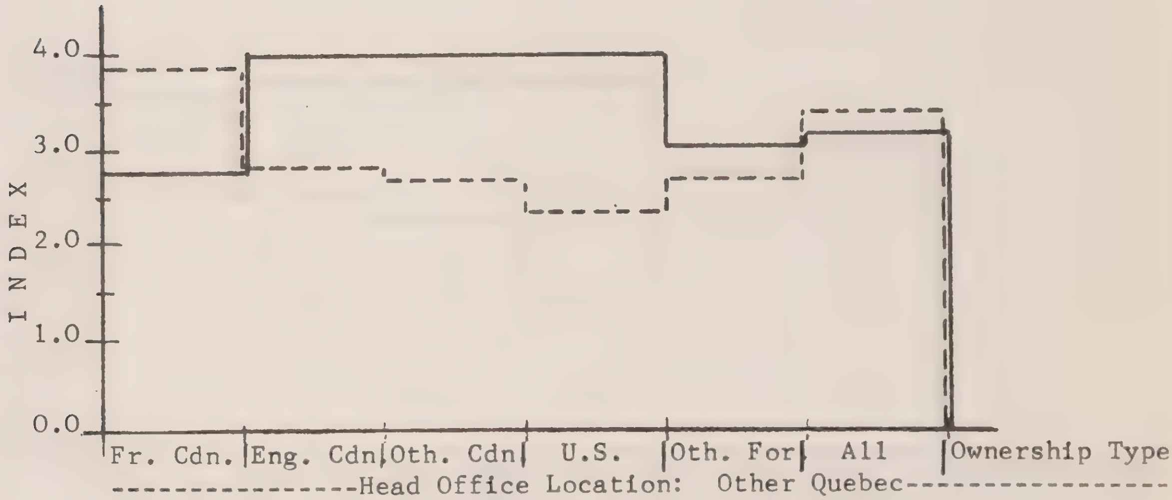
IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ———

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: Secretary





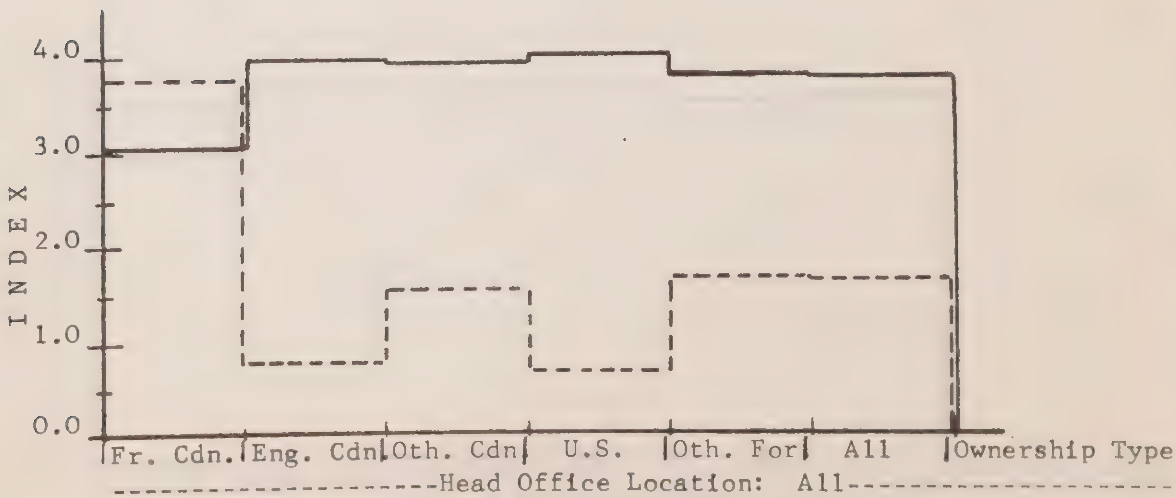


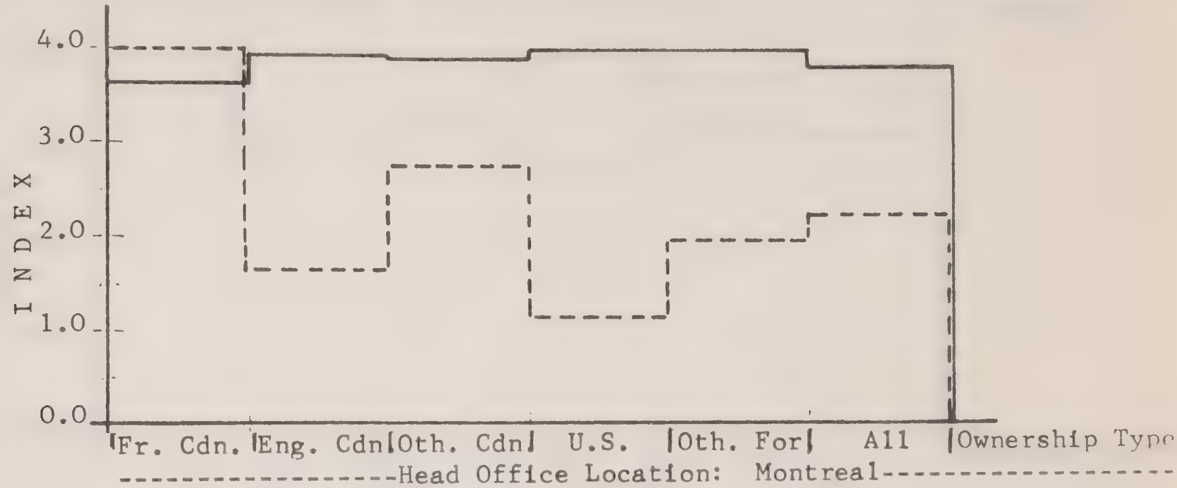
CHART 5.2.8
(358 Small Firms)

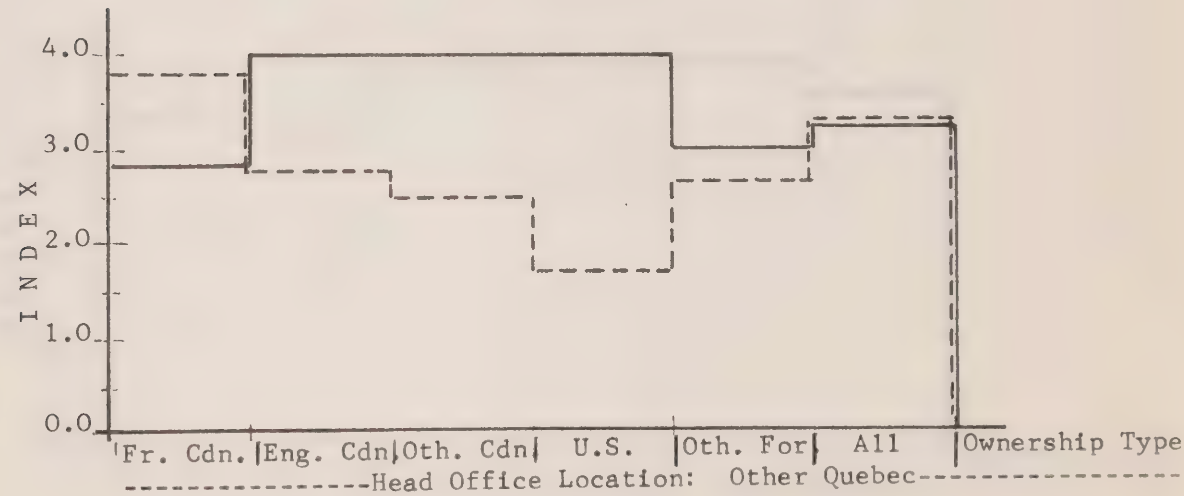
IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ————

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: Treasurer





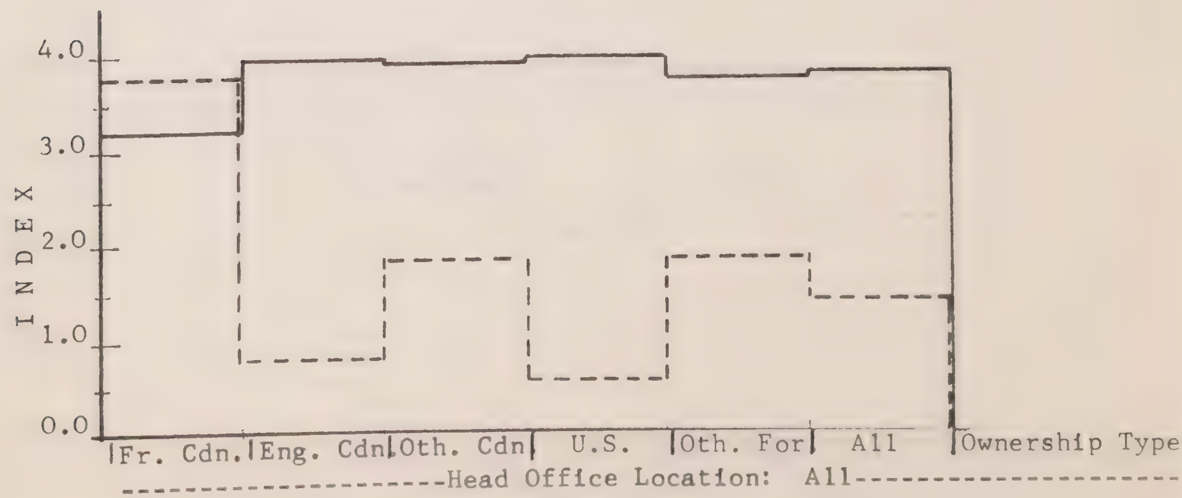


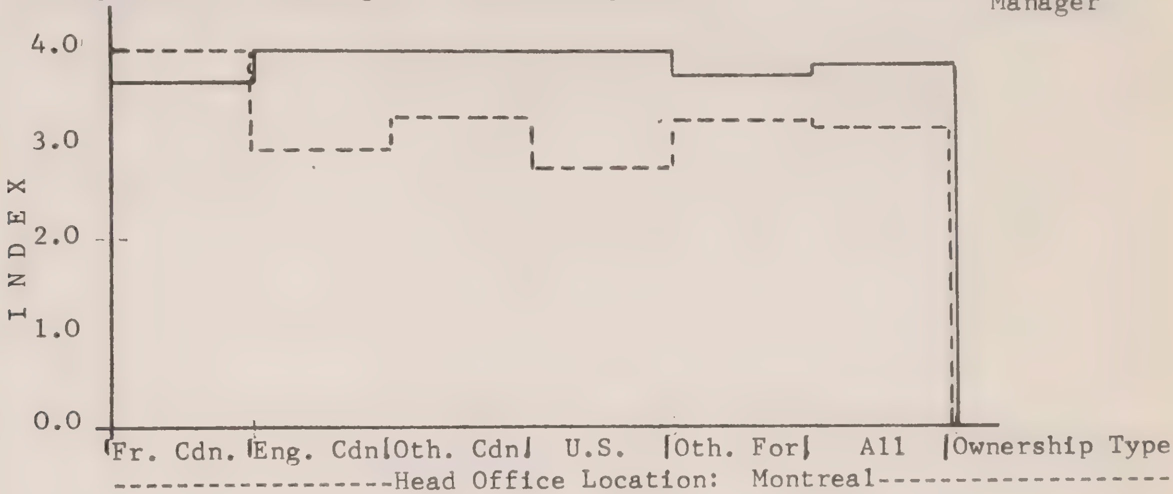
CHART 5.2.9
(358 Small Firms)

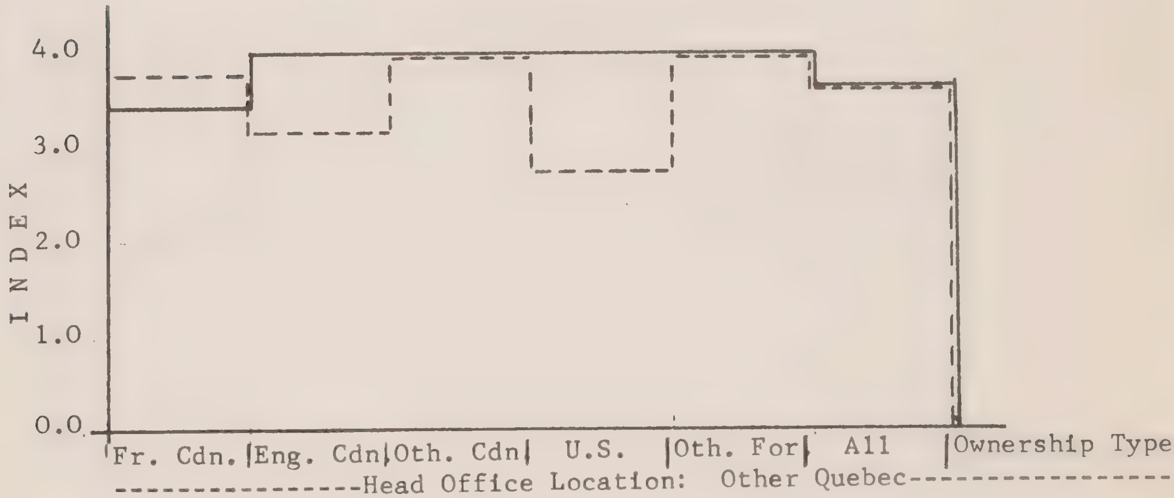
IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ————

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: Sales Manager





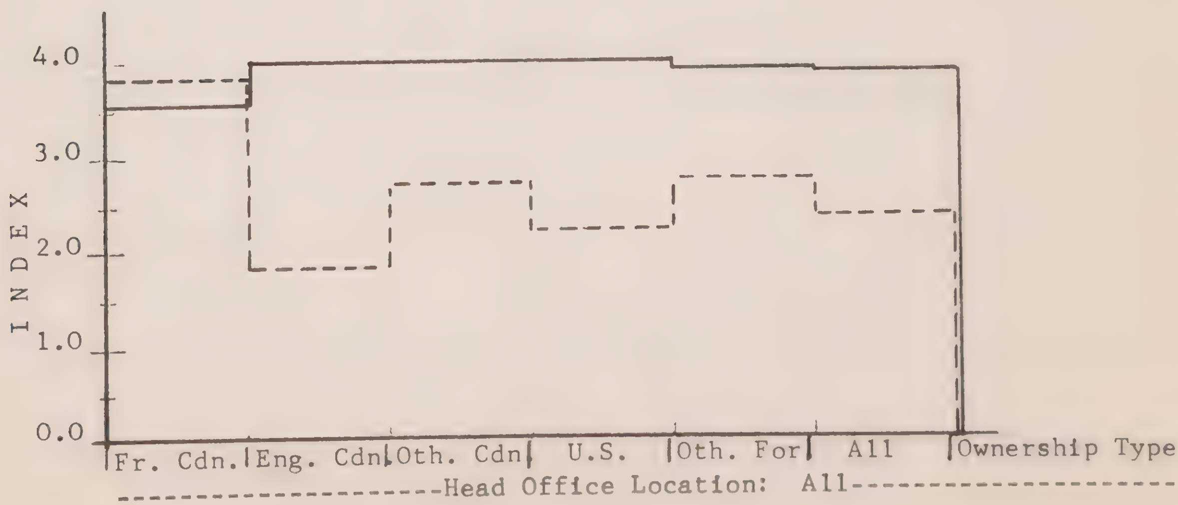


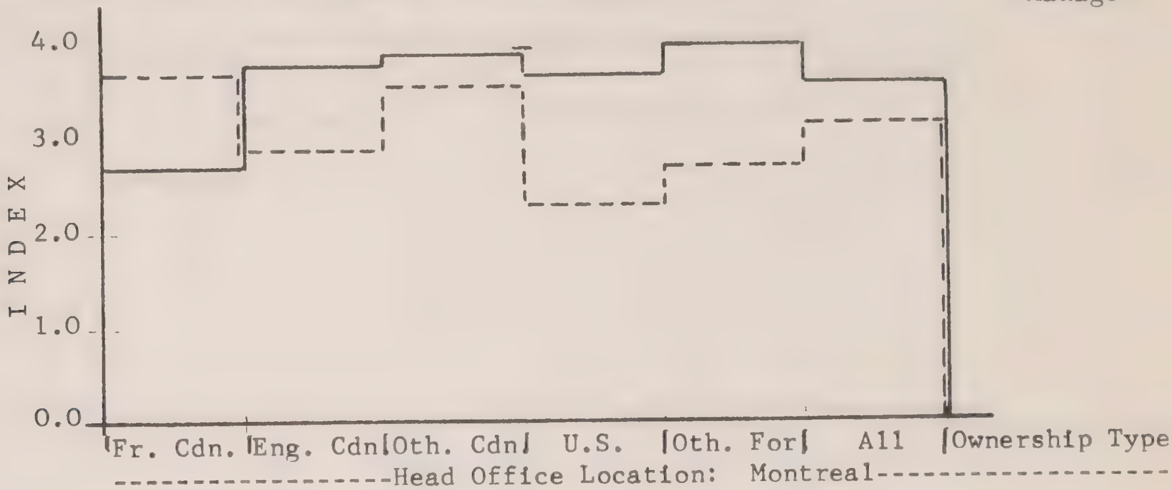
CHART 5.2.10
(358 Small Firms)

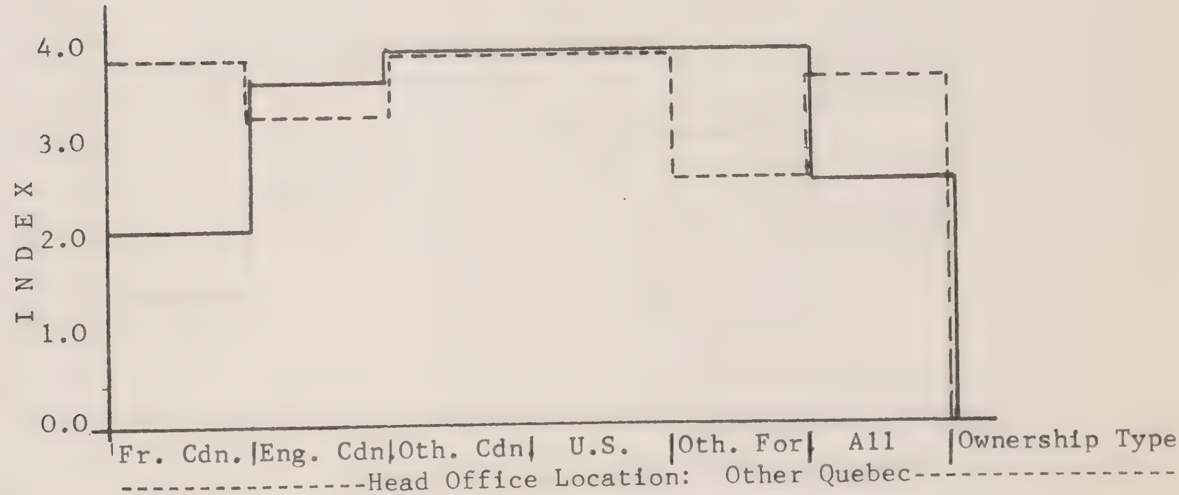
IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ———

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: Production Manager





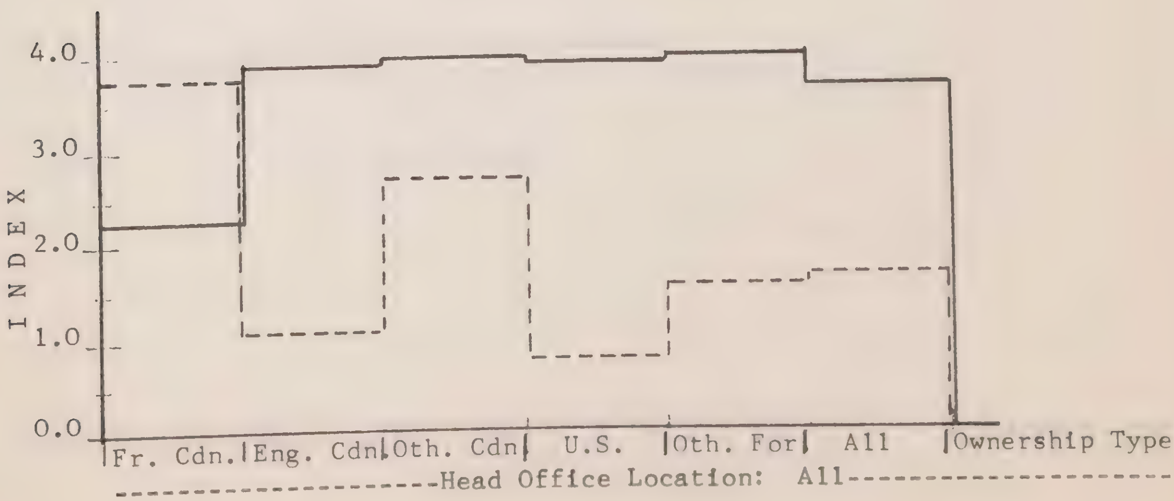


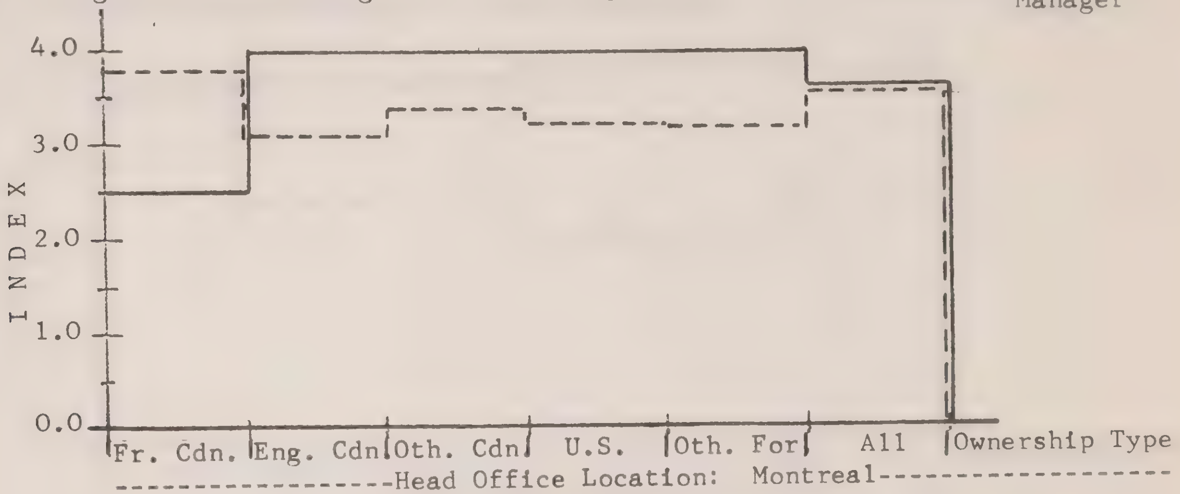
CHART 5.2.11
(358 Small Firms)

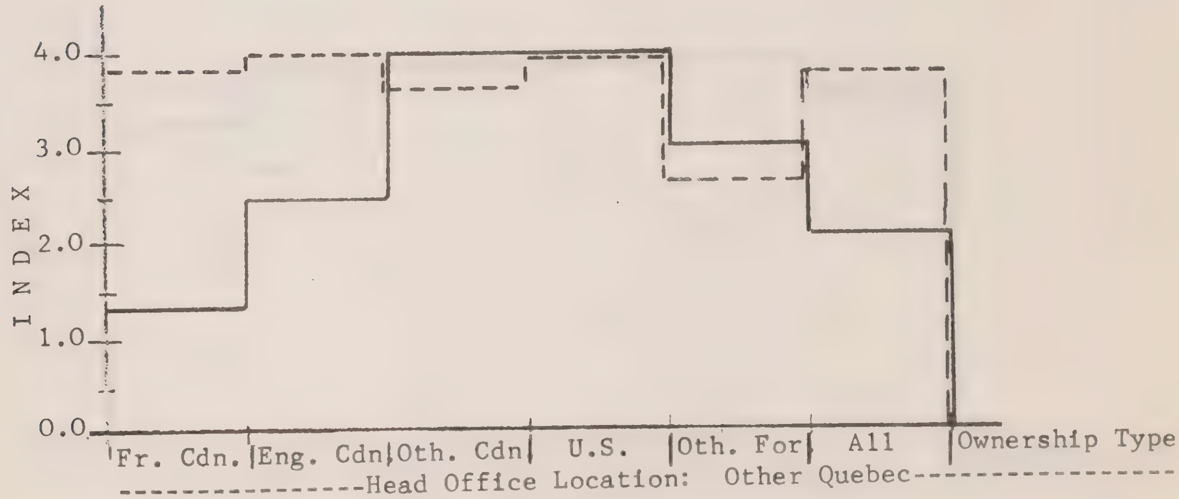
IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ———

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: Personnel Manager





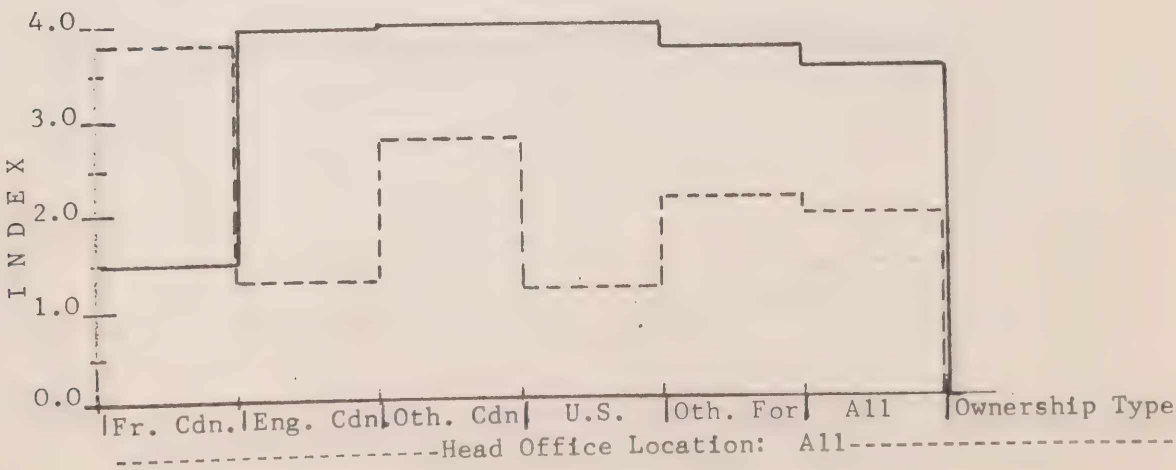


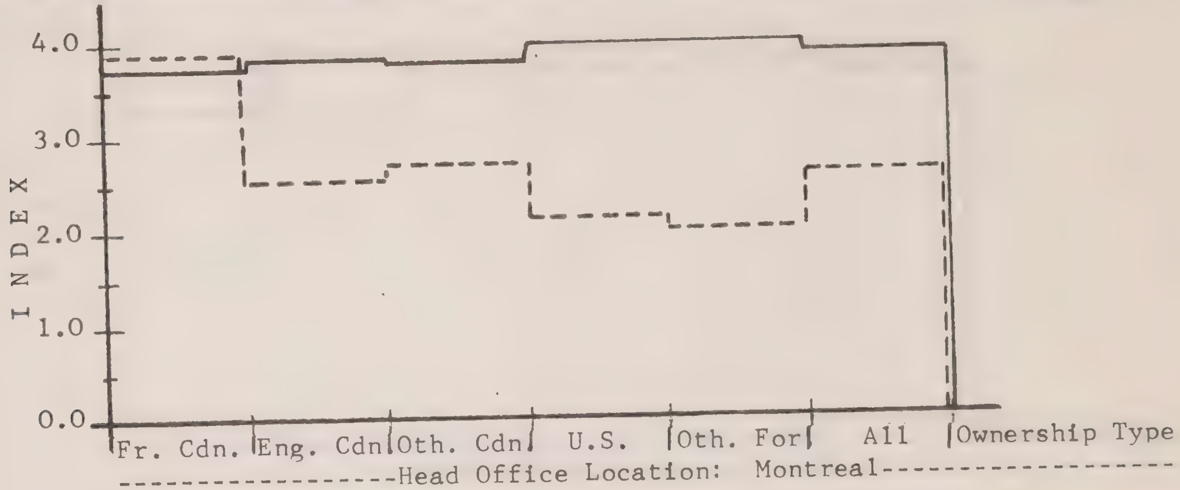
CHART 5.2.12
(358 Small Firms)

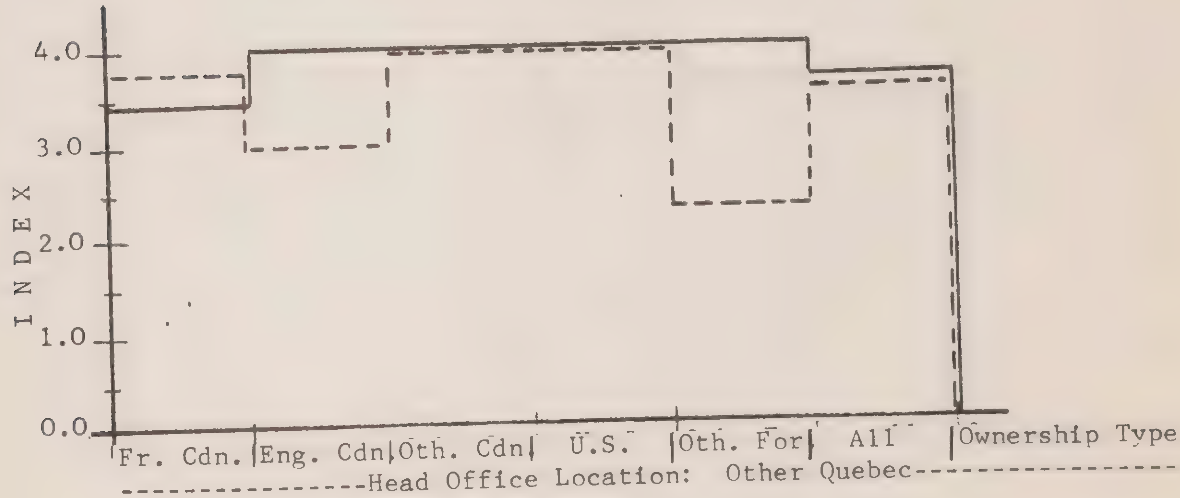
IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ————

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: Purchasing Manager





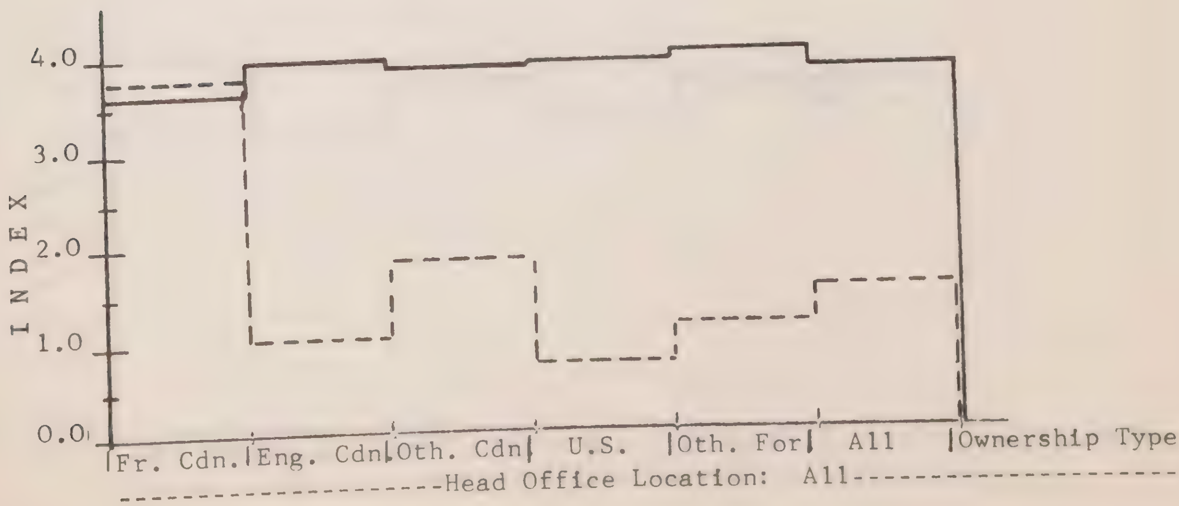


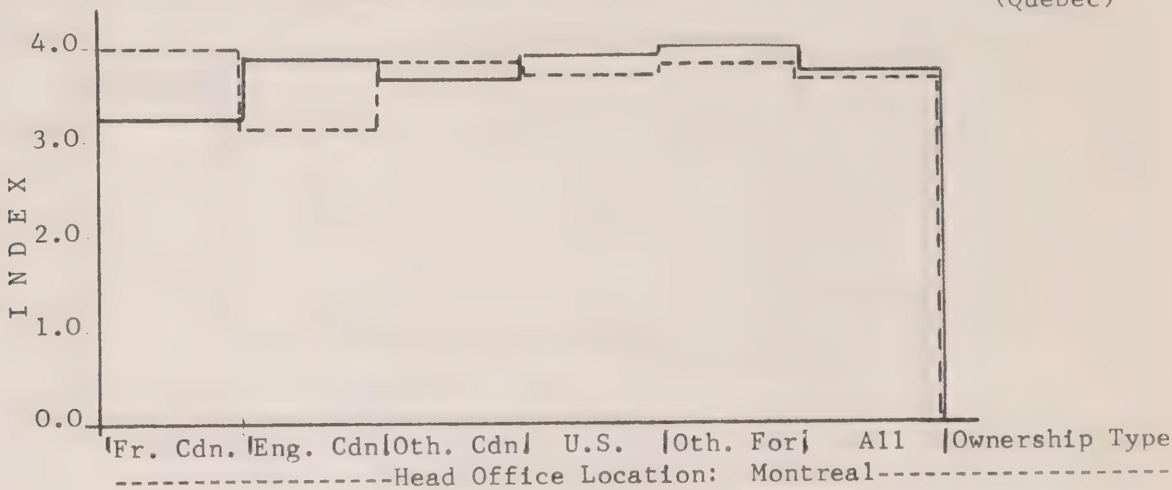
CHART 5.2.13
(358 Small Firms)

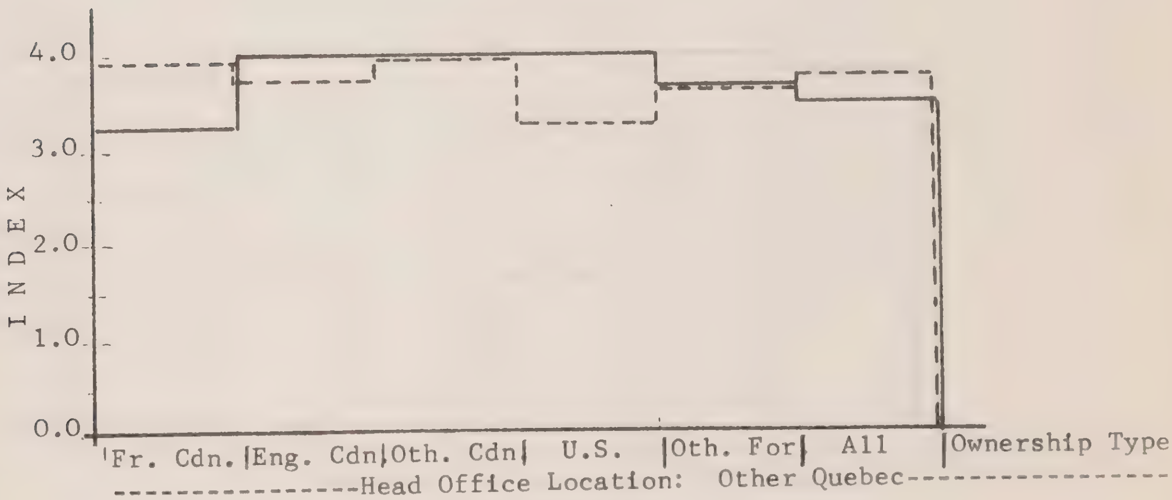
IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ———————

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: Salesman
(Quebec)





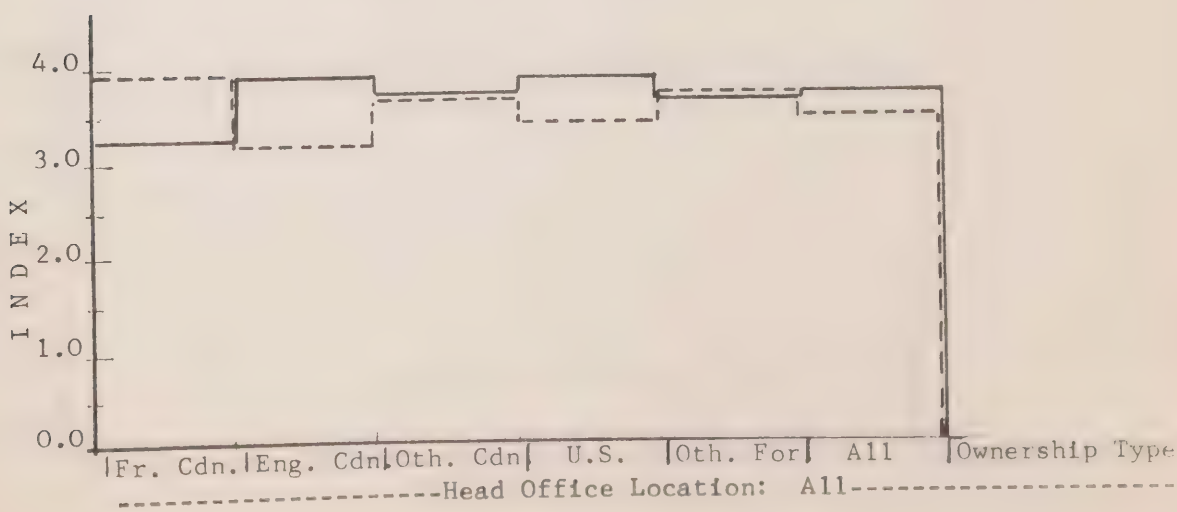


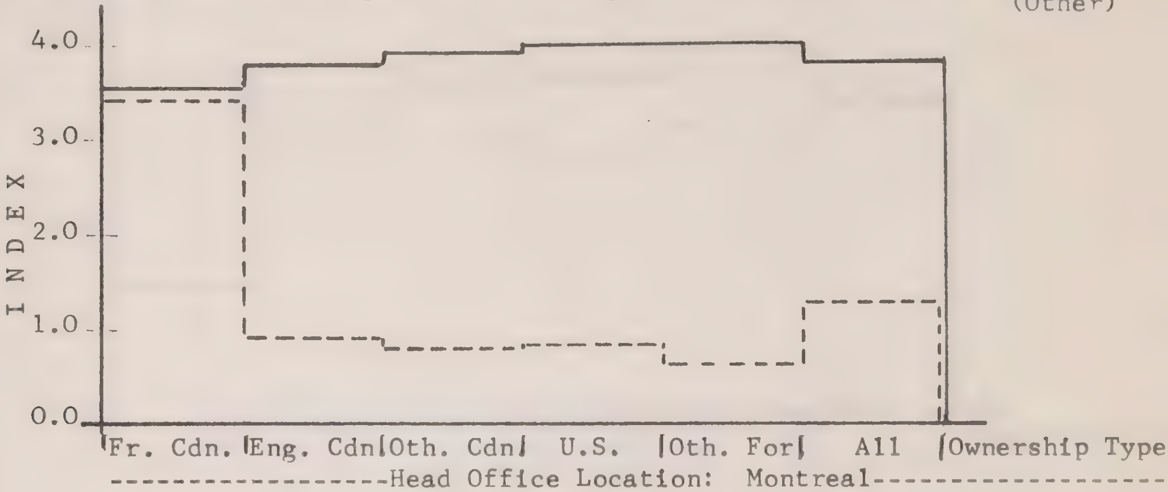
CHART 5.2.14
(358 Small Firms)

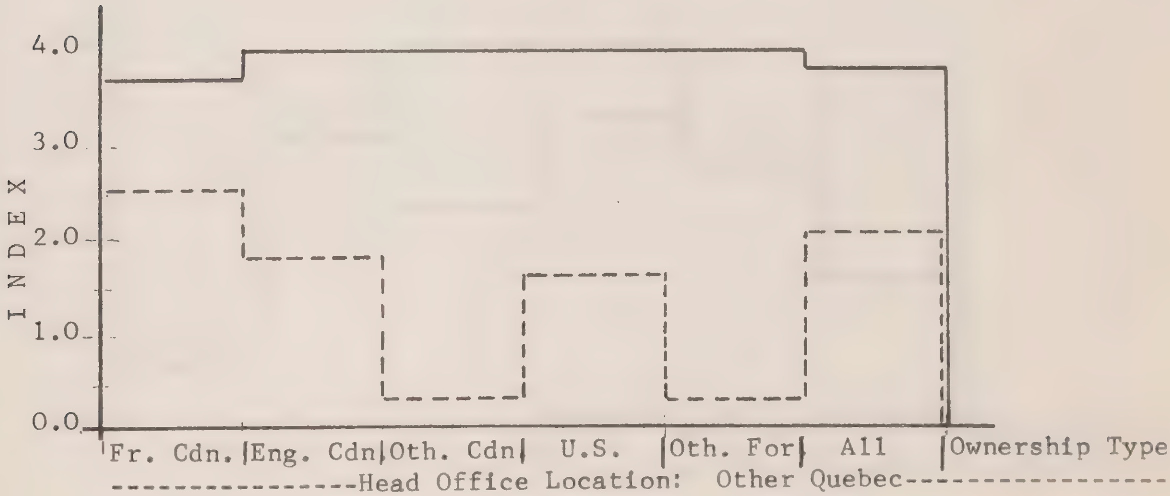
IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ————————

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: Salesman (Other)





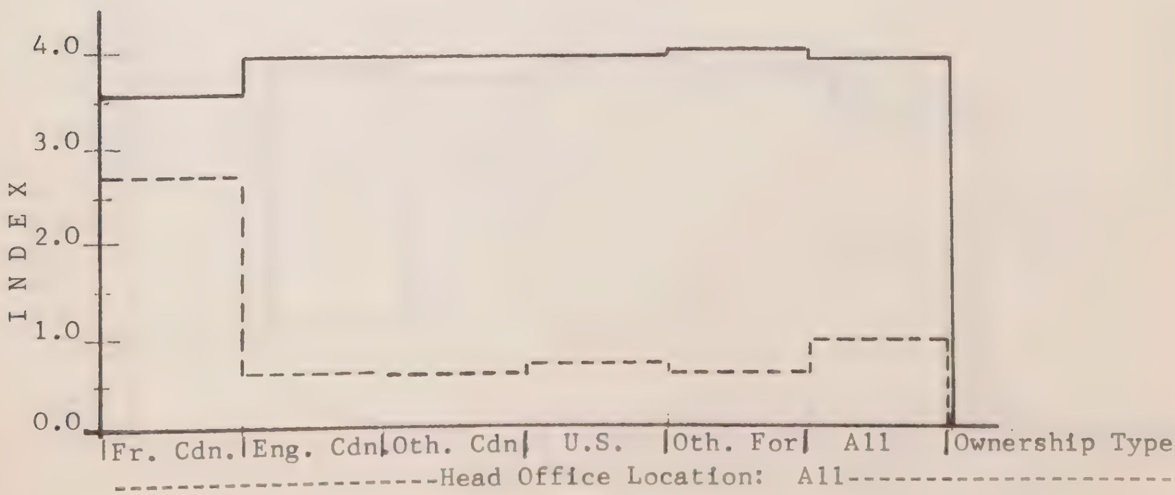


CHART 5.2.15

(358 Small Firms)

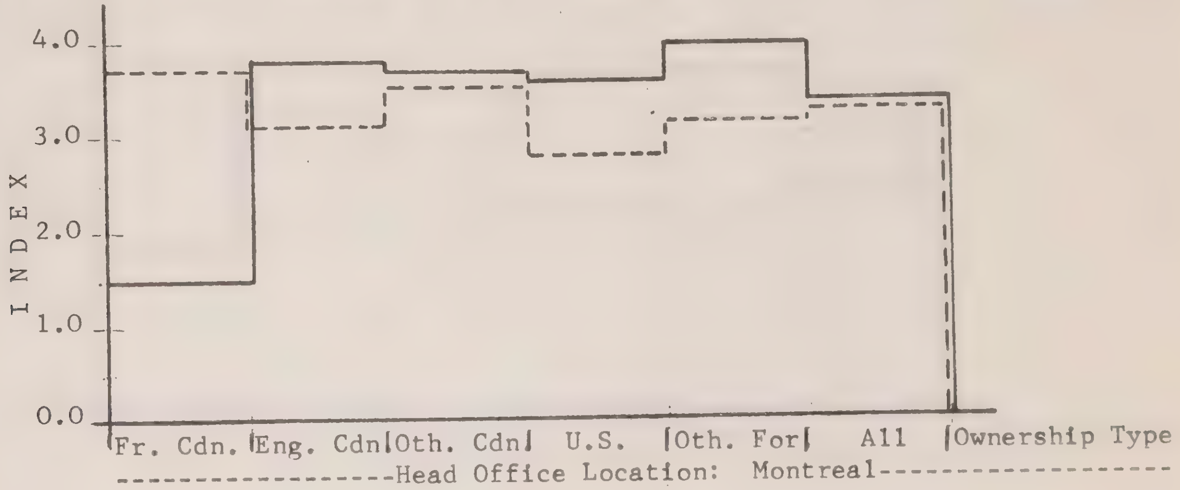
IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------

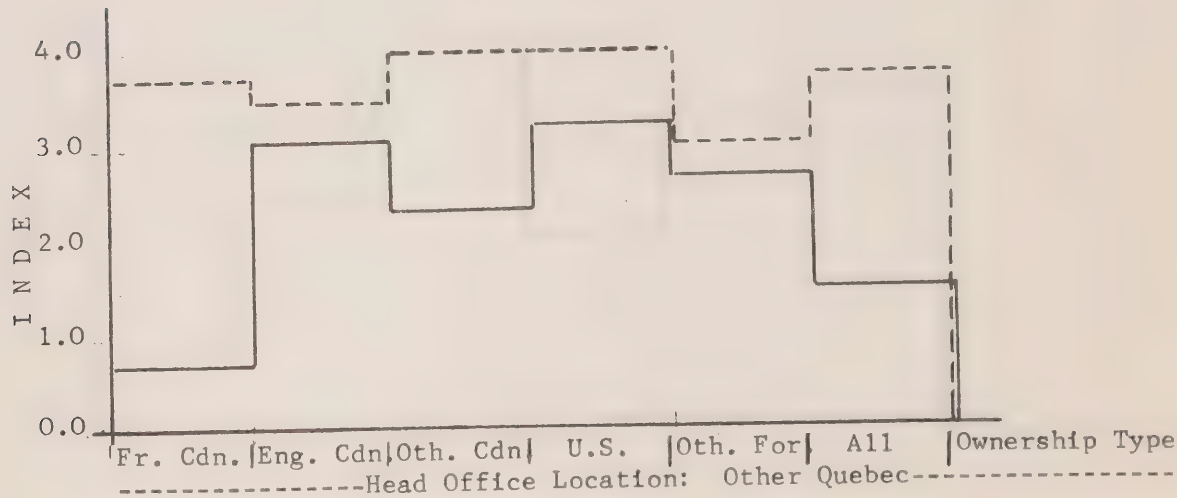
AND ENGLISH ————

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: Foreman





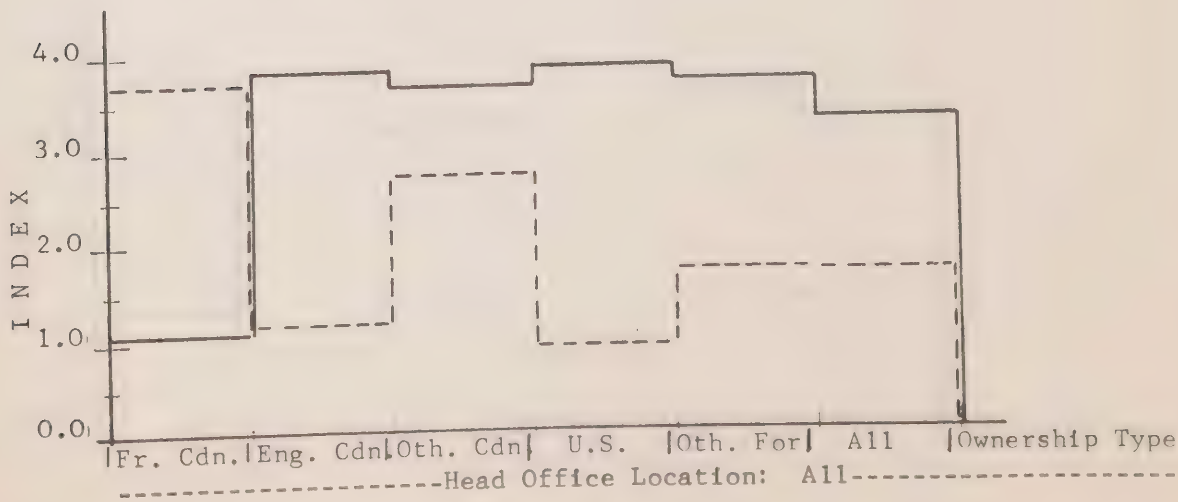


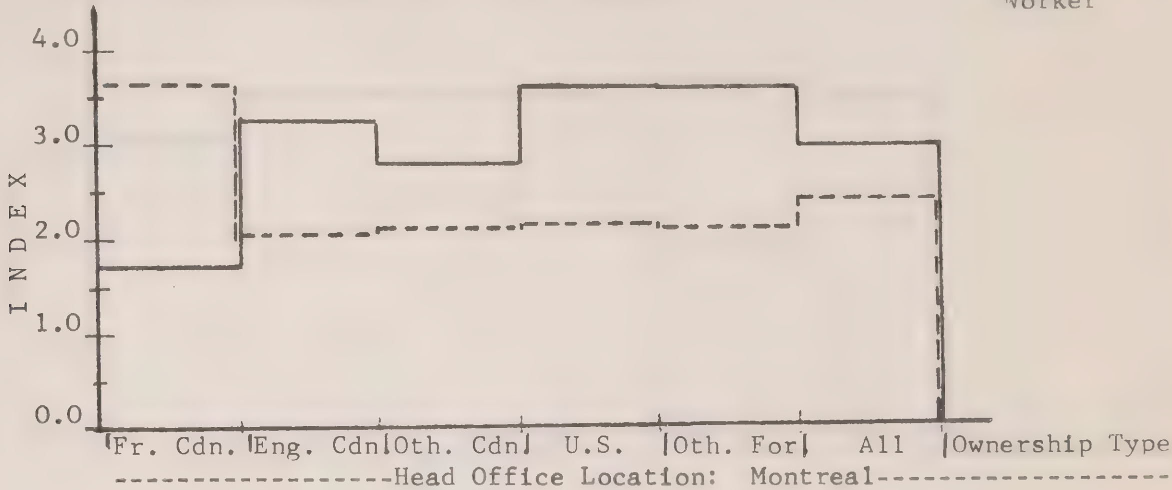
CHART 5.2.16
(358 Small Firms)

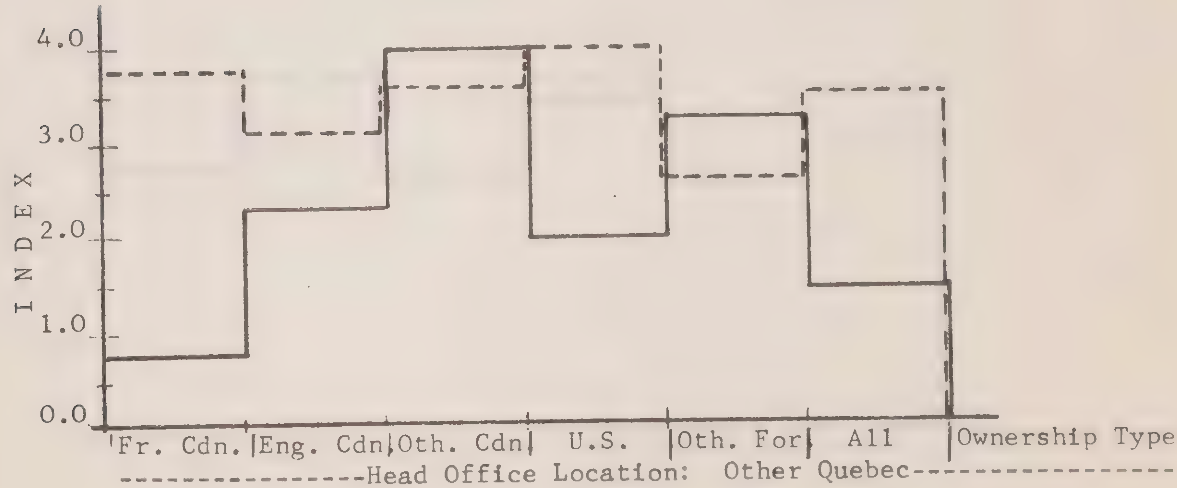
IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ————

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: Skilled Worker





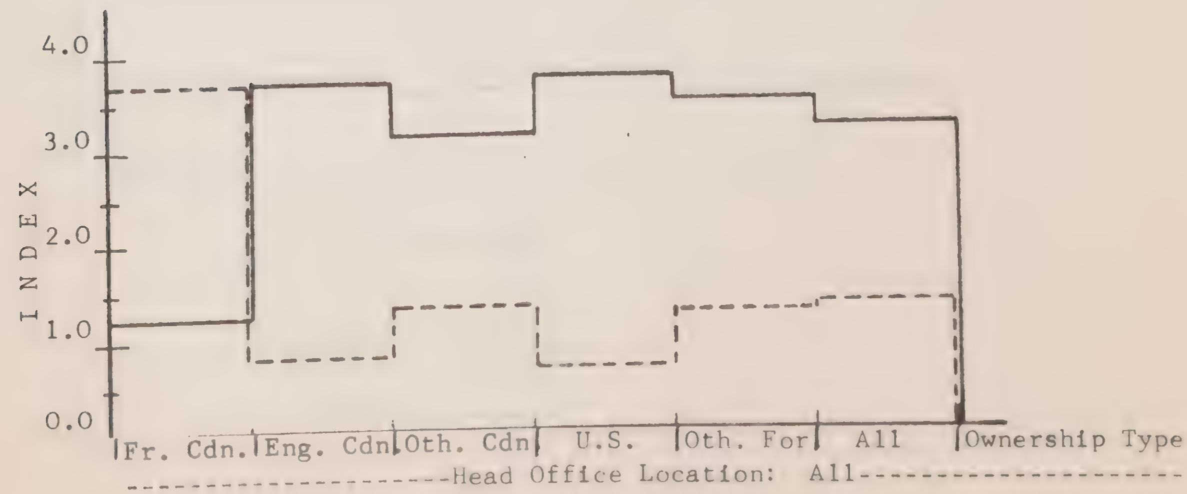


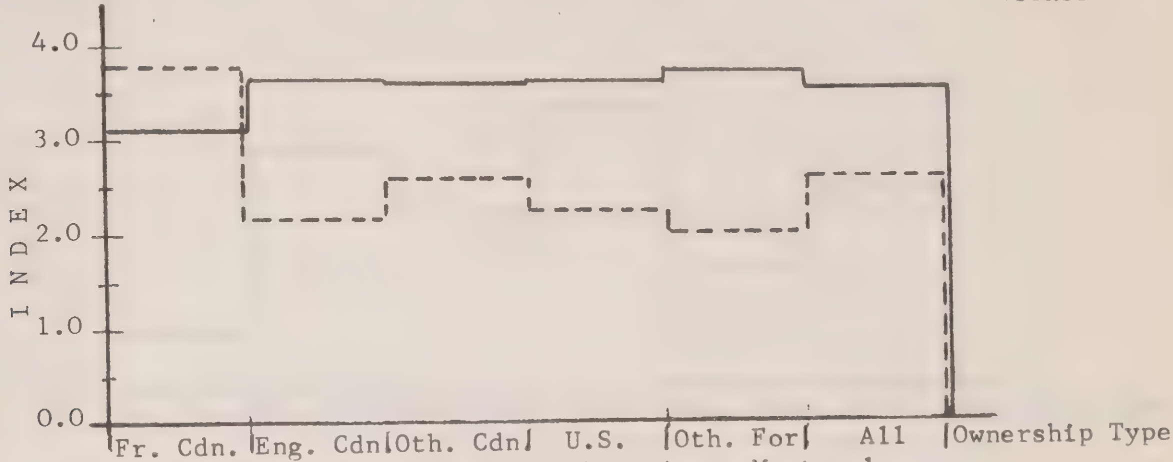
CHART 5.2.17
(358 Small Firms)

IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ———

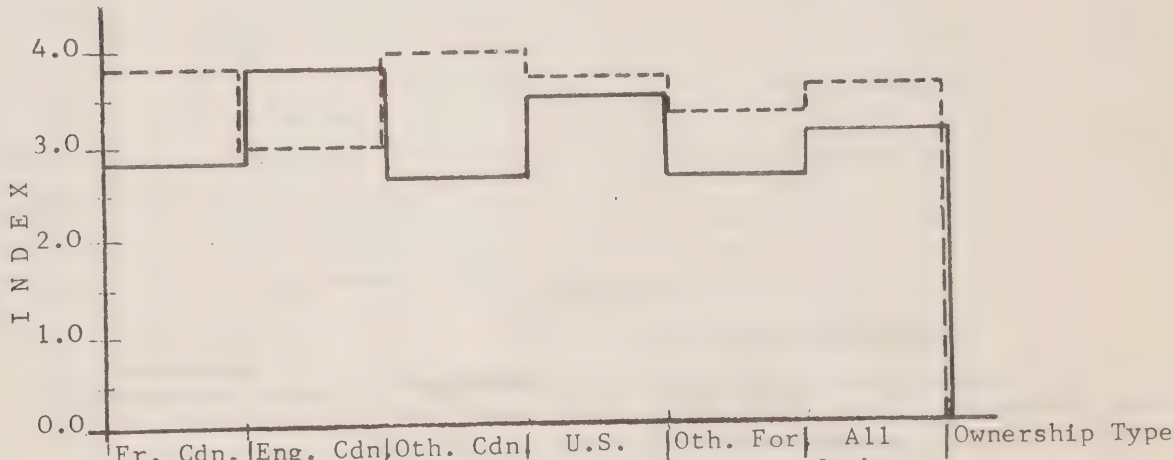
By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

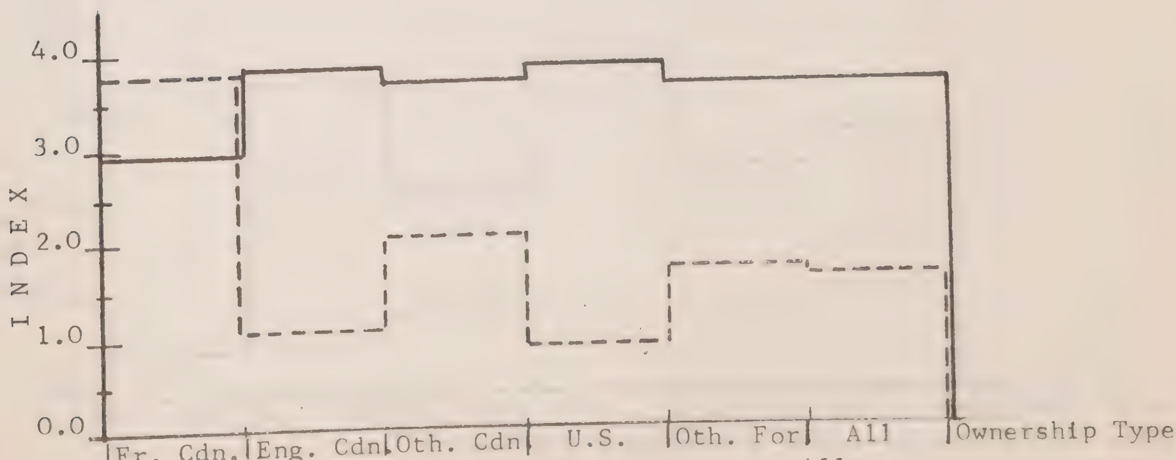
Position: Office Worker



------------------Head Office Location: Montreal------------------



---------------Head Office Location: Other Quebec----------------



-------------------Head Office Location: All--------------------

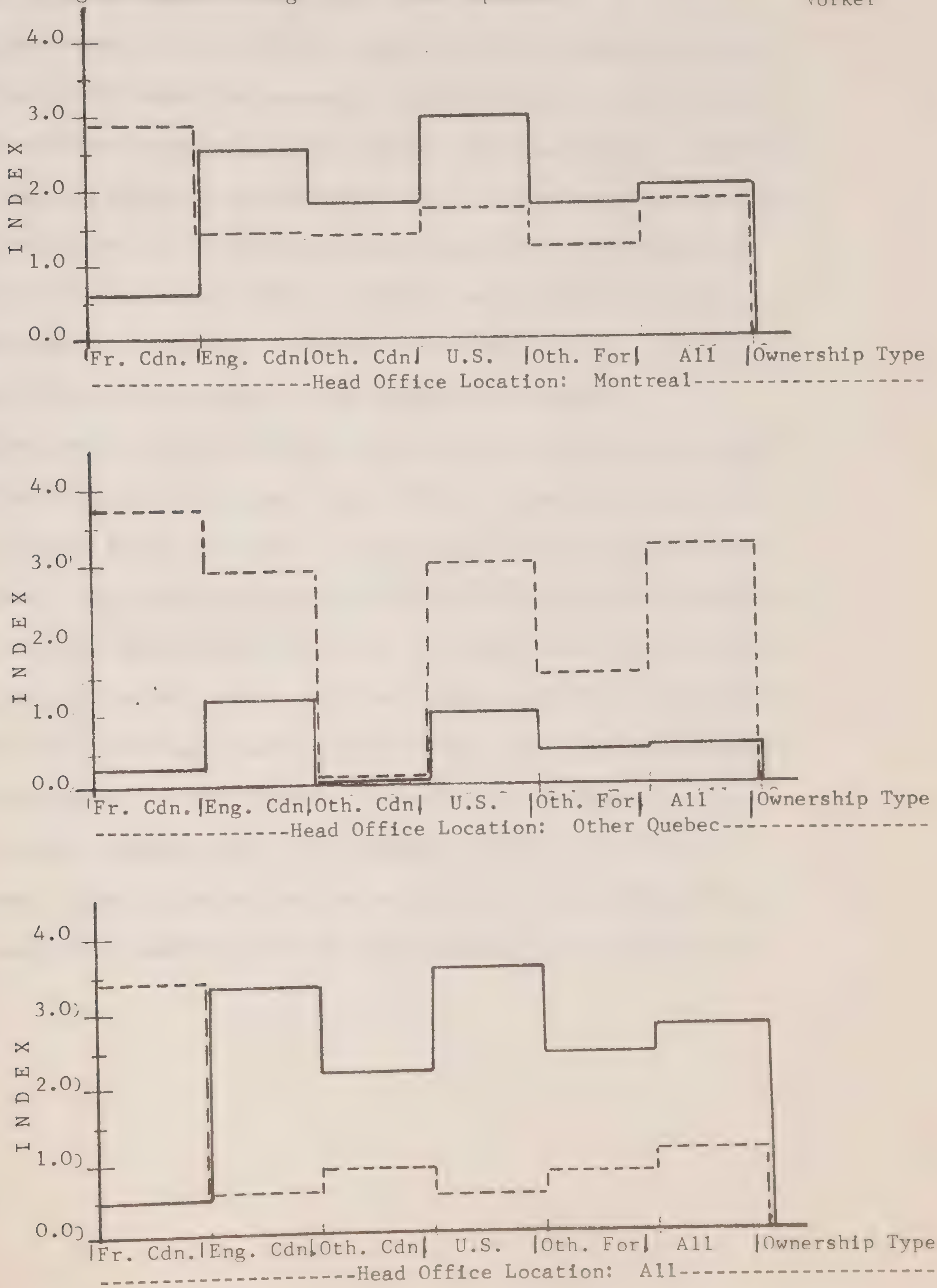
CHART 5.2.18
(358 Small Firms)

IMPORTANCE OF ABILITY TO SPEAK FRENCH ----------
AND ENGLISH ————

By Ownership Type and Head Office Location

(Index: 4.0 = A Necessity 1.0 = A Minor Advantage)
(3.0 = A Significant Advantage 0.0 = Not Important)

Position: Unskilled Worker



Foreign firms assign greater importance to the ability to speak French than do U.S.-owned firms.

The importance of the ability to speak French in firms located in Montreal and Other Quebec is, generally speaking, greater for production managers, personnel managers, sales managers, salesmen located in Quebec, foremen, skilled workers and unskilled workers (all of whom are more likely to come into contact with French-speaking people due to the nature of their work) than for others such as company treasurers and secretaries. The importance of the ability to speak French tends to vary, as might be expected, in direct proportion to the frequency of contact.

The importance of the ability to speak English is relatively high in all positions in all firms except those owned by French-Canadians, although the index values are lower for people at lower echelons in the organization. For unskilled workers in firms based in Quebec outside of Montreal (to cite the extreme case), the importance given to the ability to speak English is very low in all firms. The importance of the ability to speak French, although greater, is not high either. In Other Canadian-owned firms located in Other Quebec, it appears not to matter which language unskilled workers speak - both indexes are zero. In Montreal-based firms, slightly greater importance is given to the ability of unskilled workers to speak English, but both indexes are relatively low.

6.0 MANAGEMENT OPINION REGARDING BILINGUALISM AND BICULTURALISM

6.0 MANAGEMENT OPINION REGARDING BILINGUALISM AND BICULTURALISM

Table 6.1 and Table 6.2.1 summarize the replies received from 357 sample firms in answer to two questions:

(1) From the point of view of your business, do you feel that the relative importance of the French and English languages has changed substantially in the last ten years?

(If so, check whether English or French has become more important.)

(2) Do you foresee any changes in the use of language in your operations?

(Check "yes" or "no.")

6.1 Experience During the Last Ten Years

As Table 6.1 indicates, officers of just under half of all sample firms feel that the use of French has become more important in their businesses in the last ten years, and a slightly smaller number of officers feel that no change has occurred during that period. English has increased in importance in less than one-tenth of all cases.

Regional differences indicate an increasing degree of bilingualism in business in both Quebec and Ontario during recent years, due largely to social changes coupled with expansion of business to other regions. The number of firms reporting that French has become more important is greater than the number reporting No Change in all four regions except Other Ontario, but the difference between regions in percentage terms is interesting. For firms based in both Montreal and Toronto, French has become more important in 52 per cent of all cases. In Other Quebec, the proportion is less (46 per cent), and in Other Ontario, it is still less (40 per cent). Nearly half (12 out of 26) of all firms reporting increased use of English are located in Quebec outside of Montreal, and

TABLE 6.1
(357 Small Firms)

CHANGES IN THE RELATIVE IMPORTANCE
OF FRENCH & ENGLISH IN BUSINESS
DURING THE LAST TEN YEARS

Ownership-Location		English More Important		French More Important		No Change		Total
		---number of firms & percentage of total in ownership group--						
Fr.	HO Mtl.	2		12		5		19
Cdn.	HO Que.	11		18		12		41
	HO Tor.	0		0		1		1
	HO Ont.	0		1		0		1
SUBTOTAL		13	21%	31	50%	18	29%	62
Eng.	HO Mtl.	1		16		11		28
Cdn.	HO Que.	0		5		5		10
	HO Tor.	3		14		16		33
	HO Ont.	3		29		40		72
SUBTOTAL		7	5%	64	45%	72	50%	143
Oth.	HO Mtl.	2		11		8		21
Cdn.	HO Que.	1		2		1		4
	HO Tor.	0		3		4		7
	HO Ont.	0		2		2		4
SUBTOTAL		3	8%	18	50%	15	42%	36
U.S.	HO Mtl.	0		5		12		17
	HO Que.	0		2		2		4
	HO Tor.	1		21		11		33
	HO Ont.	2		17		24		43
SUBTOTAL		3	4%	45	46%	49	50%	97
Oth.	HO Mtl.	0		3		3		6
For.	HO Que.	0		2		1		3
	HO Tor.	0		3		2		5
	HO Ont.	0		1		2		3
SUBTOTAL		0	0%	9	53%	8	47%	17
Not	HO Mtl.	0		0		0		0
Incl.	HO Que.	0		0		1		1
	HO Tor.	0		0		0		0
	HO Ont.	0		0		1		1
SUBTOTAL		0	0%	0	0%	2	100%	2
Grnd.	HO Mtl.	5	5%	47	52%	39	43%	91
Totl.	HO Que.	12	19%	29	46%	22	35%	63
	HO Tor.	4	5%	41	52%	34	43%	79
	HO Ont.	5	4%	50	40%	69	56%	124
TOTAL		26	7%	167	47%	164	46%	357

they account for a relatively high proportion (19 per cent) of all firms based in that region. Among firms located in the other three regions, only 5 per cent report that English has increased in importance. The largest proportion of firms reporting No Change (56 per cent) occurs among those based in Ontario outside of Toronto. The smallest proportion (35 per cent) is in Other Quebec. For firms based in both Montreal and Toronto, the proportion is 43 per cent.

Half of all firms reporting increased importance of English (13 out of 26) are French-Canadian-owned. These represent 21 per cent of all firms in that ownership group and most of them, as suggested earlier, are based in Quebec outside of Montreal. A greater number of French-Canadian-owned firms (31, or 50 per cent of the total number in the group) report that French has become more important, while 18 firms (29 per cent - lower than in any other ownership group) report No Change.

English-Canadian and U.S.-owned firms gave similar replies, in proportional terms. In both ownership groups, 4 or 5 per cent of all firms reported increasing use of English, 45 or 46 per cent reported increasing use of French, and 50 per cent reported No Change, in the last ten years.

Among Other Canadian-owned firms, the proportion reporting No Change (42 per cent) is smaller than in any other ownership group except French-Canadian. Half of all firms reported increasing use of French.

The number of firms owned by Other Foreign interests is small. Fifty-three per cent reported increasing use of French and 47 per cent reported No Change. None reported that English has increased in importance in their business in recent years.

6.2 Anticipation of Further Change

Although officers of most firms (54 per cent) feel there has been a change in the relative importance of English and French in their businesses during the last ten years, a fairly large proportion (74 per cent) can foresee no further change in the future (Table 6.2.1). This is the case with firms located in all four designated regions in Quebec and Ontario, and in all ownership types.

The belief is most widely held in French-Canadian-owned firms, in which in 87 per cent of all cases, no further change can be foreseen. The next highest percentage occurs among Other Canadian-owned firms (78 per cent), followed by English-Canadian (76 per cent), U.S.-owned (63 per cent) and Other Foreign-owned firms (59 per cent).

Looking at differences by location, we note that officers of 81 per cent of all firms based in Quebec outside of Montreal and in Ontario outside of Toronto believe that there will be no further change. For firms based in Montreal, the proportion is 74 per cent, while in Toronto, it is lowest of any region, at 57 per cent.

Businessmen - particularly those operating relatively small firms - are notoriously conservative forecasters. In our economy, survival demands it, while the taxation structure reduces the incentive for the risk-taker. Our sample, which consists only of firms which have avoided bankruptcy or failure, is therefore biased to an extent. Beyond this, however, we feel that there is a basis for the belief that social pressures have gone nearly as far as they can go in bringing about changes in business practice regarding language, without rupturing the system or changing its basic structure altogether.

TABLE 6.2.1
(357 Small Firms)

ANTICIPATION OF FURTHER CHANGE
REGARDING THE RELATIVE IMPORTANCE OF
FRENCH & ENGLISH IN FUTURE YEARS

Ownership-Location		Some Changes Foreseen		No Changes Foreseen		Total
		---number of firms and percentage of total in each ownership group---				
Fr.	HO Mtl.	3		16		19
Cdn.	HO Que.	5		36		41
	HO Tor.	0		1		1
	HO Ont.	0		1		1
SUBTOTAL		8	13%	54	87%	62
Eng.	HO Mtl.	9		19		28
Cdn.	HO Que.	2		8		10
	HO Tor.	9		24		33
	HO Ont.	14		58		72
SUBTOTAL		34	24%	109	76%	143
Oth.	HO Mtl.	6		15		21
Cdn.	HO Que.	1		3		4
	HO Tor.	1		6		7
	HO Ont.	0		4		4
SUBTOTAL		8	22%	28	78%	36
U.S.	HO Mtl.	3		14		17
	HO Que.	3		1		4
	HO Tor.	21		12		33
	HO Ont.	9		34		43
SUBTOTAL		36	37%	61	63%	97
Oth.	HO Mtl.	3		3		6
For.	HO Que.	1		2		3
	HO Tor.	3		2		5
	HO Ont.	0		3		3
SUBTOTAL		7	41%	10	59%	17
Not	HO Mtl.	0		0		0
Incl.	HO Que.	0		1		1
	HO Tor.	0		0		0
	HO Ont.	1		0		1
SUBTOTAL		1	50%	1	50%	2
Grnd.	HO Mtl.	24	26%	67	74%	91
Totl.	HO Que.	12	19%	51	81%	63
	HO Tor.	34	43%	45	57%	79
	HO Ont.	24	19%	100	81%	124
TOTAL		94	26%	263	74%	357

In this report, as well as in our study on large manufacturing firms, we have found that the extent of bilingualism in business and the degree of adaptation of business firms to local conditions if language and ethnicity are quite high - higher than they are commonly supposed to be. Canada's geographic and economic position does mean, however, that our language of business must be English (on the whole) in both domestic and international trade. Since productive efficiency comes with increasing size, and improved business methods, our material well-being demands that business firms in Canada should take part in, not avoid, increasing internationalization and systematization of business. Both of these trends bring with them the greater use of English. If the nation should decide, for social reasons, to proceed in an opposite direction, then we must recognize, and be prepared to absorb, the cost of our decision, in terms of higher production costs and reduced income on the national scale.

Assuring continuing improvements in productive efficiency does not mean, of course, that English should be the only language used in business. We do, after all, have relatively large regional market areas which demand the use of French, and business firms must also develop practices which assure the best utilization of human resources in each region in Canada, whatever the mother tongue of the people involved may be.

Our principal conclusion is that business firms seem to have adapted very well to specific regional conditions in nearly all respects. With this in mind, and assuming that there is no desire to bring about radical changes in business methods which would result in decreased efficiency, we believe it is not surprising that officers of most business firms can foresee no further changes in the relative utilization of English and

French in their operations.

Table 6.2.2 summarizes some of the findings of this study and makes a comparison between the ability to speak English and French and the relative utilization of French in Sales, Purchasing and Internal Communication, for firms in each ownership group. The figures on language ability are restricted to salaried staff earning over \$ 8,000 per annum, while percentage figures on relative utilization of French apply to all sales, all purchases, and all employees at all levels in the organization. The percentage of senior salaried staff able to speak English is calculated by taking the total number of English-speaking people plus the number of French-speaking people who are bilingual, and expressing the sum as a percentage of total employment in the salary group. The percentage able to speak French is calculated in a similar manner.

The table shows that a dominant proportion of salaried staff is able to speak English and that, with respect to the proportion of staff able to speak French, sample firms are "over-endowed" in relation to the demands made for the use of French in all areas - particularly Sales and Purchasing.

Interestingly, the only case in which the ability of salaried staff to speak French is not as great, proportionately speaking, as the relative utilization of that language in spoken internal communication, occurs among French-Canadian-owned firms. The very high percentage utilization of spoken French in these firms is, of course, due to the relatively large number of firms based in Quebec outside of Montreal, and the high proportion of French-speaking people employed by them at the wage-roll level.

Percentage values denoting the relative utilization of English are not shown on the table. They are, of course, equal to 100 minus the figure

TABLE 6.2.2
(358 Small Firms)

COMPARISON OF LANGUAGE ABILITY AND LANGUAGE USE
(Salaried Employees Earning Over $ 8,000 Per Annum)

Ownership Type	Percentage of Salaried Staff Able to Speak		Relative Utilization of French in			
					Internal Communication	
	English	French	Sales	Purchasing	Written	Spoken
Fr. Cdn.	95	86	47	46	86	91
Eng. Cdn.	93	24	6	4	10	13
Oth. Cdn.	93	52	15	10	21	33
U.S.	96	35	8	7	7	10
Oth. For.	97	24	9	10	20	25
TOTAL	95	37	12	10	24	28

shown, for each case. Making this calculation, we note that sample firms are also "over-endowed" with respect to the ability of senior salaried staff to speak English in all cases but two - communication related to Purchasing and (to an insignificant extent) to Sales in English-Canadian firms.